

JUNE 1, 1946



TWENTY-FIVE CENTS

Sales Management

MARKETS

The Farm Is Industry's Big Opportunity. See page 37. ★

TRANSPORTATION

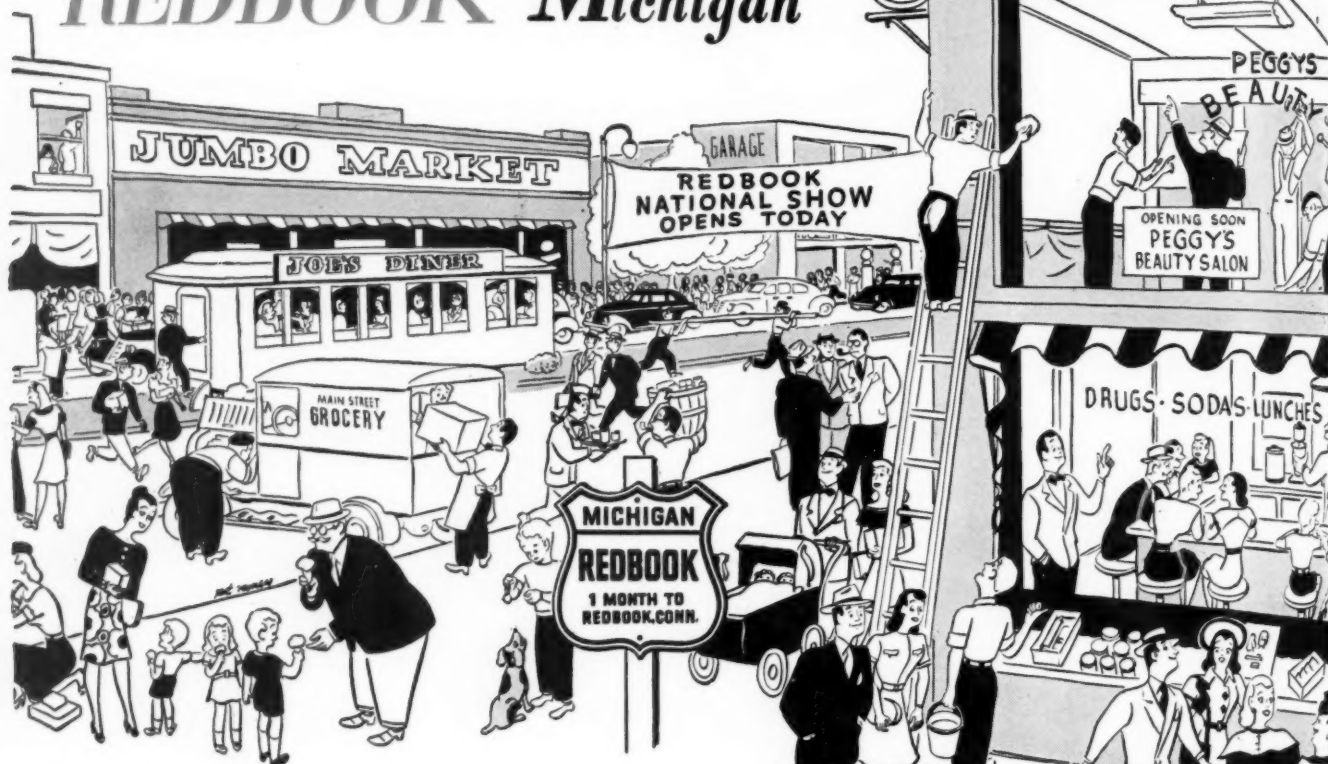
"Dollar-Hour" Travel Costs for Air, Rail, Bus. See page 46. ★

MANPOWER PROBLEMS

N.F.S.E. Drafts Fair Employment Practices for Salesmen. See page 112. ★

THE MAGAZINE OF MODERN MARKETING

They certainly eat like everything in **REDBOOK** Michigan



And why shouldn't these up-and-coming young Redbook, Michigan families eat 46 million dollars worth of food if they want it? They've got the price to pay for it—\$355,000,000 a year—and they're young enough to digest it. If they weren't young, they wouldn't be spending \$8,800,000 in the drug stores of Redbook, Michigan. And when they spend over \$9,700,000 for building materials,

they don't turn a hair.

Now what do you think would be a fair price to pay to hit these people where they live—in Redbook? \$2,088 will tell your story to Redbook, Michigan, in twelve full pages. \$174 a page isn't much to spend on a \$355,000,000 market, is it?

The smart advertising money calls Redbook a sound investment. A look at the current issue will tell you who they are.

THE REDBOOK NATIONAL SHOW HAS A \$6,800,000,000 RATING

These young Redbook families make over \$3,800. They have a total income of \$6,800,000,000—and they spend it! \$143,546,091 for drugs and cosmetics. \$577,576,000 for cars, gas and oil. Nearly a billion dollars for food. And you can make the Redbook National Show your show every performance (12 pages) for a whole year for \$37,200!

**HIT 'EM WHERE
THEY LIVE,
.....IN**

REDBOOK

Send for the Redbook state-by-state analysis of family buying power.
Write or phone Redbook, 230 Park Avenue, New York 17, New York





JOHN P. PARKER

Former Navy man looks for a job in Philadelphia and finds it—thanks to the Veterans Service Bureau operated by The Evening Bulletin.

John P. Parker, after 16 months in the Pacific serving on a Destroyer Escort, came out of the Navy and landed a job in Ohio. There was just one thing wrong. His wife, a Philadelphia girl, was not happy in Ohio.

So Parker, a draftsman, came to Philadelphia and called at the Veterans Service Bureau operated by The Evening Bulletin. Through this office he was placed with the Carrier Corporation, where he is now working and very pleased with his job. And Mrs. Parker, of course, is delighted to be back in Philadelphia.

Here's a typical example of the way The Bulletin is lending a hand to returning veterans . . . helping them to find jobs . . . helping them to take advantage of all the benefits to which their war service entitles them.

Operation of the Veterans Service Bureau is only one of the many activities which show how closely The Bulletin lives with the people of Philadelphia. These extra services help explain why The Bulletin is the favorite newspaper of Philadelphians . . . why they trust its editorial content . . . use its advertising columns as their reliable shopping guide.

★ ★ ★

The Evening Bulletin has a circulation exceeding 600,000, the largest evening circulation in America. It is read by four out of five Philadelphia families.

IN PHILADELPHIA — NEARLY EVERYBODY READS THE BULLETIN

JUNE 1, 1946

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Sales Management

VOL. 56, NO. 12; JUNE 1, 1946

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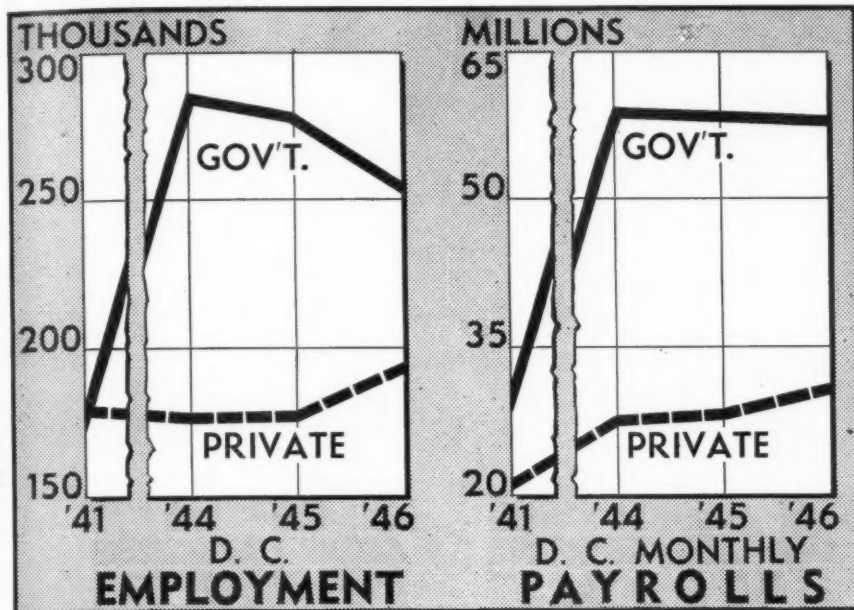
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Excerpts from "Washington (D. C.) Facts and Figures"

Quarterly report on business activities in
The Capital Market is published by The Washington Star



Employment and payrolls of Government and private business in the District of Columbia in February 1941, 1944, 1945 and 1946

Based on monthly estimates prepared by

DONALD B. HADLEY

Business Editor

The Evening Star, Washington, D. C.

BUYING power in the National Capital is above a year ago, despite a moderate decline in employment, according to February estimates.

A sharp recovery in private employment has partially offset reductions in war-inflated Government offices, and has combined with higher pay averages in the Government to boost total payrolls to a new peak.

Government and private employment for February was estimated at 450,900 persons with a payroll of \$89,654,000, the latter figure being the highest for any February on record.

February estimates with revised totals for the same month in other years follow:

TOTAL		
	Employment	Payrolls
1941...	360,600	\$52,582,000
1944...	463,400	87,330,000
1945...	456,800	87,335,000
1946...	450,900	89,654,000
GOVERNMENT		
1941...	180,400	\$30,958,000
1944...	285,900	59,285,000
1945...	278,900	58,871,000
1946...	255,900	58,454,000
PRIVATE		
1941...	180,200	\$21,624,000
1944...	177,500	28,045,000
1945...	177,900	28,464,000
1946...	195,000	31,200,000

Government and private employment were almost evenly balanced before the war and the present trend seems to foreshadow a more normal relationship as the manpower shortage is relieved.

School Enrollment Up

Washington school enrollment is continuing its recovery from wartime lows. Enrollment on March 14 of this year is compared below with similar dates of other years:

1941.....	92,728	1944.....	87,044
1942.....	91,193	1945.....	87,423
1943.....	87,172	1946.....	88,955

Sales of new ordinary life insurance in the National Capital reached \$18,242,000 in the first two months of 1946, a new high mark for the period and 55% above a year ago, the Life Insurance Agency Management Association of Hartford announced.

Insurance Sales Climb

Other city gains from a year ago in the two months were: Boston, +41%; Chicago, +40%; Cleveland, +53%; Detroit, +48%; Los Angeles, +28%; New York, +35%; Philadelphia, +69%; St. Louis, +47%.

Washington sales in the first two months of various years:

1941..	\$10,136,000	1944..	\$11,077,000
1942..	14,491,000	1945..	11,755,000
1943..	8,809,000	1946..	18,242,000

Department store sales in Washington during the first quarter of 1946 were the largest for that period in history, the Richmond Reserve Bank announced.

Store Sales High

Although a later Easter this year shifted an important part of the holiday demand into April sales in the three months were 9% above a year ago, 89.4% above the same period in prewar 1941, 275.5% above 1933 and 153.9% above the same 1929 period.

With three weeks of Easter trade removed, March sales equalled record demand of a year ago, and were 93.2% above 1941, 293.5% above 1933 and 142.7% above March, 1929.

Inventories Expand

A gradual postwar rise in civilian production boosted the stores' inventories on February 28 to a new record for that date, the bank disclosed in another report. Stocks were 12% above a year earlier and 59% above the same 1941 date. Indexes of February 28 store stocks in recent years, based on 1929 as 100, follow:

1941....	103.3	1944....	153.2
1942....	143.6	1945....	147.1
1943....	132.1	1946....	164.7

Outstanding orders on February 28 were 12% above a year earlier and more than 600% above the same 1941 date. Receivables at the month's end were 5% above a year earlier, but 24% below the same 1941 date.

Air Travel at New Peak

Washington National Airport in the first quarter handled the largest number of air passengers on record for that period. Departures, arrivals and the total for the first quarter of various years follow:

	Departures	Arrivals	Total
1942....	78,266	67,707	145,973
1943....	34,923	33,610	68,533
1944....	47,450	43,209	90,659
1945....	79,381	77,452	156,833
1946....	104,593	97,984	202,577

Sales wise salesmenagers have found that "the most influential single selling force" for the Washington Market is The Star. This preferred newspaper of the Capital is delivered—every evening and Sunday morning—to more homes in the Washington metropolitan area than any other newspaper—morning, evening, all day or Sunday.

The Evening Star

WITH SUNDAY MORNING EDITION
WASHINGTON 4, D. C.

WTOP's dream



girl came true...

or "The Story of Janice Grey"

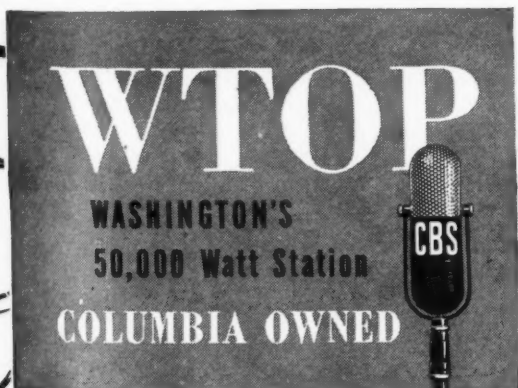
WTOP needed another daytime drama to round out its schedule. So we started to dream up a local origination.

People shook their heads. Successful radio serials could be created in New York or Hollywood. But Washington? Never!

That was three years ago. Since then the skeptics' jeers have turned to cheers over WTOP's *Janice Grey*.

WTOP's dream girl came to life, thanks to the deft skill of author Betty Grove, winner of a Josephine Snapp award for advertising writing excellence. Then, too, the program enjoys network-calibre production from Dick Linkroum, tip-top cuer and coacher. And, finally, there's the cast headed by Bess Winburn, who has guest-starred on a score of network programs and has a Broadway show to her credit.

Sorry. We can't offer you sponsorship of WTOP's *Janice Grey* — one of the very few single-station daytime serials originated anywhere in the country and the *only* one produced in the nation's capital. She's already selling Certified Double Flavor Bread for Continental Baking Company. What we can do, though, is conjure up another just-as-successful show. We'll start dreaming for you the minute you get in touch with us or Radio Sales.



Represented by Radio Sales, the SPOT Broadcasting Division of CBS



The Winged Baby Buggy

The stork is getting competition. United Airlines recently put on an experimental baby special, officially called a Nurseryliner, which flies daily between Los Angeles and San Francisco. In fact, there are two such planes, one leaving each city each day at 10 a.m. Two registered nurses, specially trained in the care and handling of babies and small children, are assigned to each plane.

The Nurseryliners are reserved entirely for mothers and children. If the child is under two years of age it rides free. Service features on the planes include baby foods, teddy bears, rattles and other playthings—plus disposable diapers.

United reports that before the war one passenger in every 250 was a child. During the war this proportion rose to one for every 150. By quizzing mothers it was learned that they flew in the main because they wanted to get their children to destination quickly and conveniently. Slow travel with an infant or young child, they said, can be very wearing on both mother and child.

If the California experiment proves profitable, and early indications point to success, Nurseryliners very likely will be added to other inter-city flights until, ultimately, such service may cover the entire system.



WHEN YOU'VE GOTTA GO . . . go United!

Prodigy . . . With Crow's Feet

Eugene Gilbert is beginning to worry. Age is creeping up on him. His twentieth birthday is right around the corner. For a couple of years Eugene has been head of what is called the "Gil-Bert Teen-Age Services," of Chicago. He guides a group of some hundreds of high school boys and girls, scattered throughout the United States, who stand ready to rush out—for a fee—and ask any manner of question. He thinks of them as market researchers.

Among those whom he has served are: Sears Roebuck & Co., Marshall Field & Co., Williamson Candy Co., Fleers Chewing Gum, United States Army Recruiting, United Air Lines, and Studebaker automobile. Surveys among teenagers to learn their likes and dislikes, their wants, what they think, and of style preferences, are his specialty.

"Teen-Trends," a service aimed in the main at manufacturers and buyers, reports regularly on what high school and college students desire and are buying. Advertisers spent \$50,000,000 reaching for the high school and college market last year! Among the things discussed in a recent issue of "Teen-Trends" are:

Ties—A new fad, ties using either the school or fraternity colors. Longer and wider ties favored.

Shirts—Soft collars, long rolls in solid colors still being good college deals. Broad breast stripes and solid backgrounds will sell quickly.

Sweaters—Very loose fitting ribbed cardigan, with wider color ranges and combinations will be favored next autumn.

Sport Coats—The trend, away from bold stripes and plaids to conservative patterns, especially in the college group.

Dresses—Prints, the gayer the better. Gabardines for school.

Sweaters—Sloppy Joes still in demand. Shorts, slacks, jeans, for girls.

There are many other items and subjects touched upon but that gives a general idea. The object is to keep subscribers to the service posted on the "young market" and what it is demanding.

This youthful Dr. Gallup now has offices in Chicago, Pittsburgh, Rochester, Los Angeles, and Milwaukee and representatives in more than 100 other cities.

He Thought of It First

Julius Polinger and his family are movie fans. In their time they've spent enough money on guide magazines, telephone calls and bum steers to locate the "flick" on which the clan interest was, for the moment, centered to have produced a Grade B job themselves. Fortunately for a lot of other "Polingers" Julius is not a man to let such frustration go on forever without lifting a hand—or making a business out of it.

Early this Spring Mr. P got a new business, born of his irritation, off to a ringing start by throwing a switch controlling 45 master switchboards manned by 45 trigger-

SALES MANAGEMENT

Advertisers and Agencies Know - **The South Subscribes to The Progressive Farmer**



Advertisers and Advertising Agencies made 1945 a banner year for The Progressive Farmer. More money was invested in advertising in The Progressive Farmer than in any Southern farm magazine in any previous year in history.

The Progressive Farmer has won overwhelming recognition as the South's greatest sales influence. In 1945, its leadership over the second Southern farm magazine was—

46% in total commercial linage;

53% in advertising revenue;

140% in exclusive Southwide linage.

And, for the first five months of 1946, The Progressive Farmer's leadership over the second Southern farm magazine is greater than it was in 1945...in total commercial linage...in advertising revenue...in exclusive Southwide linage...and in 4-color linage.

Such a record means that advertisers and advertising agencies know **The South Subscribes to The Progressive Farmer.**

Advertising Offices: BIRMINGHAM, RALEIGH, MEMPHIS, DALLAS, NEW YORK, CHICAGO
Pacific Coast Representative: Edward S. Townsend Co., San Francisco, Los Angeles

250,000 NEW CARS...

**wanted in
NORTH JERSEY
a THIRD of them in
ESSEX COUNTY!**

*... that's from the recent report
of New Jersey's Department of
Economic Development.*

240,000 NET PAID FAMILIES

**now reached by the
NEWARK EVENING NEWS**

*... that's from our March, 1946,
circulation records.*



"A top Automotive market of U. S. A."

fingered, smiling-voiced, specially-trained telephone operators who sang out, "Good morning, MOVIE TIME." And by his wrist-twist (coupled with a little preliminary exercising of the Polinger greymatter) thousands of New Yorkers were able to find out what movie was playing where, and what time it went on. One telephone number serves all of New York City—all five boroughs.

His idea was one of those simple mental deductions which inevitably sends up a hue and cry, "Why didn't I think of that?" The Movietime operators have, at their finger-tips, a master list of all New York theaters (including the legitimate ones) with all the vital statistics available at a page's turn. Mr. Polinger estimates that he can cope with 100,000 calls a day. All the service costs the inquirer is the nickel it takes to ring the Movietime number. The real secret is in the equipment he designed with New York Telephone Company's top engineers.

Mr. P says that the only announcement he used on the service was one advertisement in a New York City newspaper. But it did the job. Movietime would have been delighted if the first day had brought in as many as 5,000 calls. As it was, New Yorkers took to the service to the tune of 15,000 inquiries within the first day.

And that, if you'll pardon a lamentable slip into the vernacular, "ain't all." Mr. Polinger has a couple of other ideas up his sleeve. Suppose a drug company wants to do a dealer-promotion job on a new cosmetic or drug. All he need do is supply Polinger with a list of dealers, a sales talk with a "come-on" for a phone order and the Movietime operators will do the job in a single day.

The service is also prepared to handle the deluge of phone calls for radio stations after they have made a radio offer. There's nothing, he adds as a topper, to prevent some smart advertiser from hiring the service say, at seven to eight a. m. to answer its phones with, "Movietime. Drink Guzzler's Coffee."

Insignificant Trends Dep't.

General Electric Co., a little organization you may have heard about, is announcing to anyone who cares to listen, that it has forwarded to "Senator Claghorn," ("I don't have no use for a compass . . . they points Nawth.") its newest gadget—a compass which *doesn't* point North.

There being no such thing, G. E. explains, as a legitimate "south" compass, the company's engineers came up with the next best thing—an east-west compass, made possible through development of a new magnetic material—silmanal. (Silmanal is magnetized across the width rather than by its length. In order for this new compass to align itself with the magnetic field of Mother Nature, it must point east and west—or bust its stays.)

The release we got from the G. E. News Bureau left us with a strong doubt in our editorial minds—did the company go to all this trouble solely out of admiration for that tireless champion of the South, "The Senator?" Could a move like this presage a return to ante-bellum days—two mint juleps in every icebox?

We have put a couple of spies, from our Industrial Division, into the G. E. plant and ordered them to listen in on any board meetings. Already they have come up with a piece of intelligence which sounds indicative. The compass was sent to "The Senator" by L. A. Hawkins of the G. E. Company, who, though a resident of Schenectady, is thought to be strongly pro-South. Now get this . . . the more intelligent of our spies has uncovered the fact that Mr. Hawkins is an *honorary Kentucky colonel*.



NELSON BOND appointed to newly created post of director of advertising of McGraw-Hill Publishing Co.

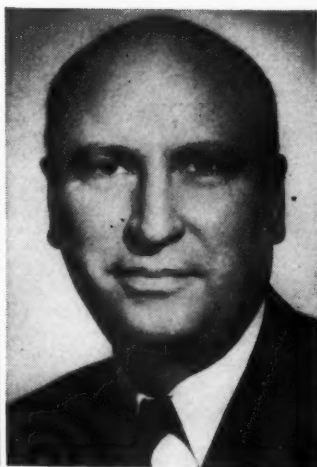
NEWS REEL



ANTHONY B. CASSEDY is appointed director of appliance sales of The Yale & Towne Manufacturing Co.



HARRY MONSON, former Chicago district manager for Ansco, now special trade relations advisor in the area.



K. J. BROUWER, named new general sales manager of Luxor Ltd., for all cosmetics, soaps and bath accessories.



NICHOLAS CRAIG, Panagra's new sales manager, to coordinate activities with Pan American World Airway.



DON W. RENNEWANZ, new sales manager, Kirsten Pipe Co., will direct sales policies of "radiator" pipe.



RALPH HANES, division sales promotion manager, U. S. Rubber Co., elected president Industrial Marketers, N. J.



Positively . . . not a

Some day there will be big nation-wide programs . . . and good sets in millions of homes . . . reproducing satisfactorily and clearly the pictorial presentation of news events, scenes, personalities. And television will afford a new medium . . .

MEANWHILE, there is a medium of pictorial presentation that works well, positively and cheaply. No pioneering to be done . . . And positively *not* a miracle!

Yes it's big, too . . . a national network going into 13,000,000 homes, reaching most of the family members, regularly and resultfully.

We mean Metropolitan Group Gravure!

The Sunday picture section in gravure has been selling people, selling papers, selling the

advertised products for thirty years! Its eye appeal has cash register charm. And gravure makes the goods look so good, the advertising impresses even the man who pays for it. Gravure gives something to a picture—and an advertisement—that no other reproduction can.

It's a distinctive display window . . . not in a smart shoppe but on a thousand Main Streets.

Because when you hook up the gravure picture sections of 25 principal Sunday papers . . . the combined circulation is *stupendous*! Three times the size of the biggest weekly . . . infinitely bigger than *any* supplement. Read by one-third of all the families in the country and 2,000,000 more beside. Covers over half of all the families in 462 places . . . 20% or more in 781 . . . all 10,000 or more population . . . Going into more better markets, with more



METROPOLITAN GROUP Gravure

Atlanta Journal
Baltimore Sun
Boston Globe
Boston Herald
Buffalo Courier-Express

Chicago Tribune
Cincinnati Enquirer
Cleveland Plain Dealer
Des Moines Register
Detroit Free Press

for **POST** advertisers



THESE NEW SERVICES have been created to help Post advertisers merchandise their advertising to distributors, jobbers, field men, retailers, etc.

THE SERVICES enable an advertiser to provide advance notice of forthcoming advertising in the Post so that his distributing organization may take full advantage of *Post impact* at the point of sale.

THE COMPLETE SERVICE consists of:

A direct mail service—Postcards and folders illustrated with sparkling, full-color miniatures of selected Saturday Evening Post covers. Folders are designed to show advertisements "As seen in The Saturday Evening Post."

Here for the first time an advertiser can obtain a complete service. We have arranged to handle imprinting, addressing, sorting and mailing.

A special letter service combining a trade mark, product, or company name with that of the Post.

Dealer display cards featuring advertisements "As seen in The Saturday Evening Post."

Package and envelope stickers, etc.

This material was created for the sole purpose of merchandising advertising in the Post.

The services are offered at a fair price based on our cost in quantity runs.

POST ADVERTISERS wishing complete details about these new services should get in touch with the nearest office of The Saturday Evening Post.

NEW YORK OFFICE
60 East Forty-Second Street
New York 17, N. Y.

CHICAGO OFFICE
333 North Michigan Avenue
Chicago 1, Illinois

CLEVELAND OFFICE
1400 Guardian Building
Cleveland 4, Ohio

DETROIT OFFICE
18th Floor, Fisher Building
Detroit 2, Michigan

BOSTON OFFICE
Statler Building
Boston 16, Massachusetts

SAN FRANCISCO OFFICE
235 Montgomery Street
San Francisco 4, California

PHILADELPHIA OFFICE
Independence Square
Philadelphia 5, Pa.



of *the power of the* **POST**

JUNE 1, 1946

[19]

How Big Is Big?

WHEN I was breaking in on American Druggist I got turned down on some business because an advertiser thought we weren't big enough to be important.

The other day an agency man said we were *too* big!

(His opinion to the contrary notwithstanding, another agency man just wrote us that his 1/8 page, in the gutter, was pulling better in American Druggist than anywhere else.)

So—how big is big, anyway?

Well, in the drug field, *big* is the American Druggist, with *more* editorial pages, *more* advertising pages and *more* advertising dollars invested than any other.

So, what's wrong with the *bigness* of American Druggist?

Pete Hund
Publisher

American Druggist

The Pharmaceutical Business Magazine
572 MADISON AVE., NEW YORK 22, N. Y.

[2 0]



June isn't the only thing that's busting out all over, I find. My pajamas and shorts are showing the effects of the long war.

Phil Baker told a sailor on the Eversharp program that show-girls in New York are a diamond a dozen. A nice twist.

You can buy precipitated chalk at any drug-store, but where can you get a precipitated blackboard?

I found this sage observation on a little sign in an elevator in our building: "Good-will, like a good name, is won by many acts . . . and lost by one!"

Dept. of Vindication: "Readership-figures have also proved for some, in a rather conclusive manner, the fact that *twice* as many folks in general will read a headline with a pun in it, as will read a straight one."—Spotted by Allan Hovey in a piece by Betty Kidd, author of "Just Like a Woman."

John O'Brien quotes Rep. Homer A. Ramey (R., O.) in an observation on oratory: "Whether a man is speaking on the necessity for sharing the atomic bomb or is advocating a Government subsidy for the National Plant-More-Trailing-Arbutus Society, he seems to be certain, beyond the shadow of doubt, that, unless everybody votes his way, all the voyage of our lives will be bound in shallows and in miseries.

"Oratory, emitted from the lungs of orators with cathedral chimes and Waterbury movement, was never more interesting than it is right now, and I urge all of you to hear as much of it as you can, and remember as little of it as possible."

Writes Martin Olsen: "Once in a while, I take a bus home and pass districts where homes are being built (believe it or not). In front of one going up is a sign with the contractor's name, Adolph Fine. How I itch to tell him to take advantage of his name and business by doing this kind of sign - advertising: 'Another FINE Home'."

Louise Hall, of *Grit*, has also been doing some bus-riding. She writes: "En route by bus from Tuscaloosa, Ala., to Columbus, Miss., I chuckled over a sign proclaiming a building to belong to the 'Reform Gin Company.' This was in the small town of Reform (Pickens County) Ala. Also, in checking over our promotion mailing-list here at *Grit*, I found the advertising manager and buyer of printing for the Emerson Radio & Phonograph Corp. is Miss Solow . . . quite appropriate for this firm!"

HEADLINE PARADE

He waves . . . and winds his watch!—*Croton Aquamatic*.
For the visiting firemen!—*Heublein's Club Cocktails*.

"My husband made me cry . . . and in front of all those people."—*Hamilton Watch*.

Whittle while you work!—*1001 Re-Blade Knife*.

Candy's dandy . . . Keep it handy.—*National Confectioners' Association*.

Do you want to live 200 years?—*Article in "Look."*

How "going to the dogs" made jobs.—*Gaines Dog-Meat*.

A new high in highballs.—*Southern Comfort*.

What is your Eye Q?—*Better Vision Institute*.

"Shades of Hiawatha! Link Aviation is making a plastic sectional canoe which can be packed away in the trunk of an auto or stowed in the cabin of a plane, writes *Aviation News*. The portable craft can be carried in two small zipper-bags, and assembled in less than ten minutes, to a size of 14 1/2 feet. It weighs less than 65 pounds. The molded plastic makes it light, non-absorbent, non-warping, and impervious to salt water, oil, or gasoline."—*Holiday Highlights*. Yeah, but don't paddle a plastic when plastered.

F. C. Sherburne says prices seem to be suffering from muddle-aged spread.

"I'm an editor . . . I smoke a pipe," says another ad in the Daniel Webster series in the *Satevepost*. But the last time I saw the model, he was no editor, but George Culp, in charge of the information-desk in Ayer's Philadelphia office.

SALES MANAGEMENT



Photograph courtesy of
Paramount Pictures

The Right Combination on The Road to Utopia

Sartorially speaking, Bing Crosby and Bob Hope may be appareled in a manner that leaves something to be desired. But, histrionically speaking, they're dressed to kill. A star combination that packs 'em in for Paramount, they keep the customers rollicking and the cashiers in the box offices busy. Their "Road" pictures, taking them on zany treks to remote places of the world, have been a world-wide success — and Road to Utopia, their latest and zaniest, is no exception.

Star combination on the road to an advertiser's and merchandiser's Utopia in the Philadelphia market is "The Record — and One Other." And the reason for the combination is basic. Philadelphia liberals buy, believe in and support The Record. Philadelphia traditionalists read either, or both, of the dailies that reflect their habit of thinking. Liberal and traditional segments together constitute a five billion dollar market, third largest in America — and there's nothing zany about getting on the road to *that!*



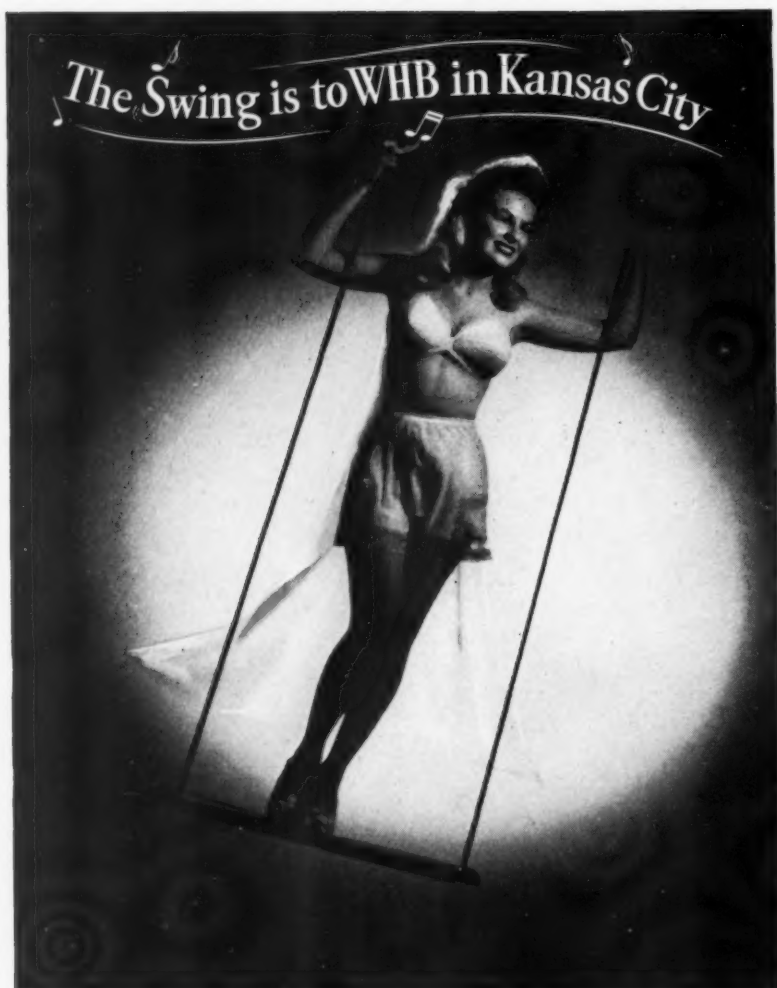
PHILADELPHIA RECORD

QUARTER MILLION DAILY • HALF MILLION SUNDAY

Represented Nationally by George A. McDewitt Co.—New York, Chicago, Philadelphia, Detroit, Cleveland

JUNE 1, 1946

[21]



in the
season
for
bouquets!



Smart advertisers who are wedded to WHB's 880 kilocycles tell us they like our station because of its dominance in daytime audience rating...because of our coverage of the Greater Kansas City metropolitan area *plus* the western part of rural Missouri and the eastern third of Kansas...and because we give whole-hearted co-operation to WHB advertisers in merchandising and exploitation. It's true that WHB is the station with "agency point of view"...where every advertiser is a client who must get his money's worth in results. We can sell *your* product or service in this booming market, and we invite your inquiry.



For WHB Availabilities, 'phone DON DAVIS at any
ADAM YOUNG office:

New York City, 18.....11 West 42nd St.....LONagare 3-1926
Chicago, 2.....85 East Washington St.....ANDover 5448
San Francisco, 4.....627 Mills Building.....SUTter 1393
Los Angeles, 13.....648 South Hill St.....MICHigan 0921
Kansas City, 6.....Scarritt Building.....HARRison 1161

KEY STATION for the KANSAS STATE NETWORK
Kansas City • Emporia • Salina • Great Bend • Wichita

KANSAS CITY HOOPER INDEX APRIL 1946	WHB	Station A	Station B	Station C	Station D	Station E*
WEEKDAYS A. M. MON. THRU FRI. 8 A. M.—12 Noon	24.7	12.5	25.8	12.2	19.8	4.3
WEEKDAYS P. M. MON. THRU FRI. 12 Noon—6 P. M.	27.4	25.5	19.8	15.3	9.4	1.0
SUNDAY AFTERNOON 12 Noon—6 P. M.	19.3	23.0	27.5	13.9	13.5	1.6
SATURDAY DAYTIME 8 A. M.—6 P. M.	34.8	14.6	25.9	16.5	7.0	0.0

And Curtis Research reports *Implement and Tractor* as saying that a cow producing 100 pounds of milk may need from 30 to 35 gallons of water a day. Now stop worrying about milk making you fat. You can see that it's mostly water . . . and *not* put there by the milkman.

Writes Pittsburgh's Louise Surgison:

Dear Mr. T.:

Remember your long-time contributor to "The Corn Is Clean" (or is it!)?

After a long absence, it occurred to me you might be interested in the latest (my own!) definition of a *Fifth Columnist*:

"The guy who lines-up in front of the liquor-store."

Sincerely,
Louise Surgison.

W. B. McGill, talented advertising manager of Westinghouse Radio Stations, says: "Harry: Did you hear about the bum press-agent who kept his firm in the spotlight of pitiful publicity?" It's wonderful what you can do with a slight twist, Mac.

Millard Brown says: "The last word in social security can be seen any day at the zoo, including the bars and the feeding-time."

Treasury-checks are punched like a player-piano roll, and they do make sweet music.

Back in April, *Better Homes and Gardens'* George Millington was complaining about the tepid water most restaurants furnish for the tea-bag. He says it doesn't take a Wellesley grad to boil water. Can you take your tea iced until next Winter, George?

John Gosnell, of the Coca-Cola Company, reminds me that "Coke" is a registered trade-mark, always takes a cap "C." But I'd like to have a case of Coke, whether upper case or lower case.

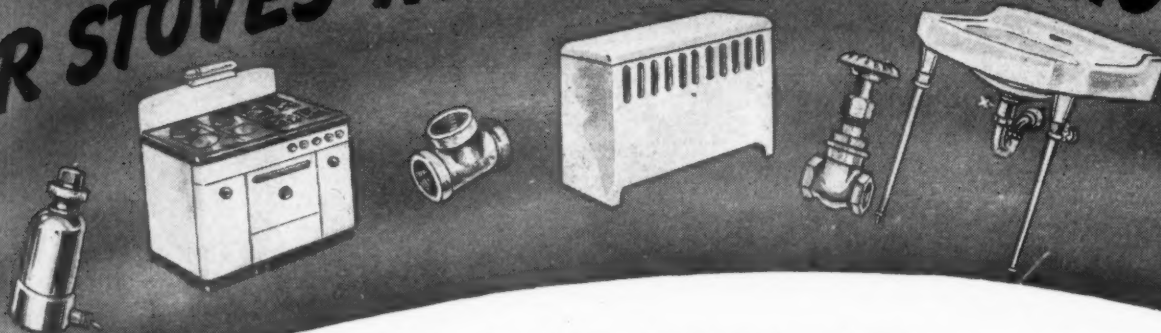
"Incidentally, the generally high standard of Balinese braests is attributed to the women's carriage."—*Life*. Carriage or hansom?

According to *Holiday Highlights*, movie-attendance last year averaged 95,000,000. This year, it should rise to 110,000,000. That's a lot of chewing-gum being thrown on the floor each week.

T. HARRY THOMPSON
V. P. & Copy Director
Lamb, Smith & Keen, Inc.

SALES MANAGEMENT

**in \$588,400,000 Market
FOR STOVES-HEATING-PLUMBING**



IRON AGE BREADTH can help you get Big Business

Big Business looms in every nook and corner of the home-building and equipment industries — industries that are increasingly based on metalworking. C.E.D. figures forecast annual production of 600 millions for stoves, heating and plumbing alone. Yet this single segment is but a fraction of the metalworking total. All its "member" industries, automobiles, farm machinery, transportation, communications, machinery, tools and many others share a common interest — metalworking.

Key men in all these industries must be alert to new trends and developments — must have before them at all times the broad picture

of metalworking as a whole, as well as information on each separate phase. The Iron Age fills both these needs. It brings them facts, news, and current opinion on equipment, materials, parts, methods, prices and legislation. This is why key men depend upon it — read it — regularly.

Big Business lies ahead in the supply of parts, materials, equipment and service to all the metalworking "member" industries. And there will be plenty of competition ere long. But Iron Age breadth, prestige and power can help you win and hold a larger share of the business that you want. Keep your hat in the ring. Advertise in The Iron Age.

REPRESENTATIVES

**H. K. HOTTENSTEIN
C. L. HASKINS**
1134 Otis Building
Chicago 3
Franklin 0203

ROBERT F. BLAIR
1016 Guardian Building
Cleveland 14
Main 0988

PEIRCE LEWIS
7310 Woodward Ave.
Detroit 2
Trinity 1-3120

R. RAYMOND KAY
2420 Cheremoya Ave.
Los Angeles 28 Granite 0741

D. C. WARREN
P. O. Box 81, Hartford 1
Hartford 3-1641

JOHN M. HUGGETT
814 Park Building
Pittsburgh 22
Atlantic 1832

**C. H. OBER
H. E. LEONARD**
100 E. 42d Street
New York 17
Murray Hill 5-8600

B. L. HERMAN
Chilton Building
56th and Chestnut Sts.
Philadelphia 39
Sherwood 1424

FRED BANNISTER
967 Farmington Ave.
West Hartford 7
Hartford 32-0486

THE IRON AGE



METALWORKING HEADQUARTERS

100 East 42nd Street

A Chilton Publication

New York 17, N. Y.

ILLINOIS' FIRST MARKET
(Outside Chicago)



Now ...

**More Sales Await
You in Peoriarea**

POP. ***184,736** in
Metropolitan Peoria

428,043 City
& Retail Trade Zone

*Official Assoc. of
Commerce Estimate.

**PEORIA
JOURNAL · STAR**

WARD-GRIFFITH CO.
National Representatives, Offices in Principal Cities

*Resultful
Direct Advertising*

Planned, Created and Produced

by

D. H. AHREND CO.

has won

1216

NATIONAL AWARDS
in the Last 3 Years

Ask one of our qualified account executives to show you samples of many successful mailings. No obligation in the New York Metropolitan area.

D. H. AHREND CO.

325 to 333 East 44 ST., New York 17, N. Y.
MUrray Hill 4-3411

[2 8]

Washington Bulletin Board

Readers are invited to submit inquiries on Washington problems to this department. No charge or obligation. Address Washington Bulletin Board, care of SALES MANAGEMENT.

FTC to Resume Investigations

Does the Federal Trade Commission intend to resume the general investigations made before the war, such as corporation reports, distribution methods and costs?

The Commission reports it not only proposes to resume the investigations but to broaden their scope as to investments, costs, and profits by industry groups in the analysis of which distribution costs will be segregated from other items of cost. In addition, it is proposed to cover a wider field, including mail-order houses, chain and department stores, with emphasis on distribution features.

"Such information," FTC said in a report to Congress, "is especially important in attacking the problems of improving efficiency of distribution which is now being studied more intensively than ever before by industry, trade, advertising, engineering, research organizations. . . . There is widespread demand in many quarters for a reduction in distribution costs. Probably no economic study promises to be of greater benefit in preventing further inflation of prices and of showing industry where worth while reduction in costs may be made, and of furnishing the public with information to guide investors as to probably profitable fields of expansion. Only ventures that prove profitable are of permanent value to our economy."

Social Security Tax Refunds

Is it true that a salesman representing more than one account can obtain refunds on Social Security taxes which are withheld?

Yes. And for salesmen in the upper brackets this might amount to a considerable sum. An individual who works for more than one employer is required to pay taxes on the first \$3,000 of wages paid by each employer for employment during the calendar year. After the end of each year, such an individual may request a refund from the Bureau of Internal Revenue of the taxes he paid on wages over \$3,000 for service in that year. This request, however, must be made no later than two years after the year in which his wages were paid. Forms

and information for filing for a refund may be obtained by communicating with the Collector of Internal Revenue. (You are required to pay Social Security tax only on the first \$3,000 of income each year.)

A.P.W. Paper vs "Red Cross"

What disposition has been made of the litigation over use of the "Red Cross" trade-mark?

In the long pending case of the A.P.W. Paper Co., Albany, N. Y., the U. S. Supreme Court has ruled that the American Red Cross does not have exclusive right to the words and Greek symbol. The Federal Trade Commission had charged that the firm's use of the symbol "tends to deceive a substantial part of the purchasing public" and encourages the belief its products are sponsored by the American Red Cross. The Court said it could continue using the Red Cross in advertisements and marketing activities, upholding contention that present law gives exclusive rights to the emblem to the philanthropic organization, but excluded firms using it before 1905.

Delayed Delivery and Prices

When deliveries of goods under Government contracts are unavoidably delayed, and in the meantime price ceilings have been increased, can the seller obtain the higher ceiling price?

The Comptroller General recently ruled in a case of the U. S. Steel Export Co. that the Government was obligated to pay the price in effect at the actual time of delivery, even though delivery was called for in October but was not made until January. The ruling presumably will apply in all deals which specify ceiling price at time of delivery, even though delivery is delayed—provided the buyer accepts the goods.

New Businesses

What do the records show about the starting of new businesses?

During the war years, the number of businesses contracted about 500,000. According to the Department of Commerce, new incorporations now average about 5,000 per month . . . before the war, they were about 1,500. Besides the number of veterans establishing unincorporated business enterprises probably is far in

SALES MANAGEMENT

I'm Undercovered

You want coverage as much as I do. However, if you are using only a big volume schedule of "urban" publications, you are getting good coverage in five of your big six markets—but one of those markets (Small Town America) is left undercovered.

To reach Small Town America you must use GRIT, the only national publication that puts 75% of its circulation into towns of less than 2,500 population.

Your GRIT representative will gladly show you the full analysis of the "Big Six" markets.

IS VOLUME
CIRCULATION
ALWAYS THE
IMPORTANT
FACTOR?

Ask the
GRIT Rep.



GRIT PUBLISHING CO., WILLIAMSPORT 3, PA.

Small Town America's Greatest Family Weekly
with more than 550,000 circulation

*Small Towners
will be seeing something*

BIGGER • BETTER

FOR ALL THE FAMILY

WATCH FOR THE NEXT MOVE BY GRIT



of the
Tacoma
96% News Tribune's
61,317*
Circulation
is concentrated
in the Retail Trading Zone!

HERE is rifle-shot coverage that carries real sales impact—96% concentration in an area with retail sales in excess of \$250,000,000 annually. Not only does the Tacoma News Tribune offer you far-and-away the most effective coverage of the territory; it also focuses 58,950 of its total 61,317 circulation within an average 30-

mile radius of Tacoma's city limits. You get dominant effect right where it's needed—in the "selling zone." That means maximum results, minimum waste. It makes the Tacoma News Tribune, more than ever, a "must buy" on every Washington State newspaper schedule!

* Circulation figures from A.B.C. Publisher's Statement, March 31, 1946.

THE NEWS TRIBUNE

Tacoma 1, Washington

Covering Washington's Second Market

[30]

excess of new corporations. Many of the veterans will lose their shirts if strikes continue to hold up production.

With supplies short, manufacturers will continue to have difficulty in determining the value of possible new business customers as against former ones. On the other hand, many of the newcomers, backed with business loans and other benefits under the G.I. Bill of Rights may represent worth while trade outlets of the future years.

So far, Washington has not worked out a satisfactory means of comparison between old and new business enterprises.

New Radio Stations

Is the predicted major increase in radio stations actually taking place and what trend is indicated for those interested in radio as an advertising medium?

Federal Communications Commission reports that during the six-months period after V-J Day it issued construction permits for 173 new standard band broadcast stations, 425 FM stations and eight television stations located in all sections of the country. Hearings have been scheduled for 481 additional standard station applications, 122 FM and 69 television stations, and new permits continue to be issued at a rapid rate.

Companies affiliated with daily or weekly newspapers lead all other groups outside the radio industry in applying for FM stations. Up to May, FCC had received 330 applications for FM stations from companies having newspaper interests. Manufacturers were the second largest group, with 47 seeking FM licenses. Dealers and distributors were third with 39 applications, and labor unions fourth with 15.

Future Prices

Can price levels be anticipated so that production plans for the future be laid out now?

Washington Government officials believe that the matter of price levels will remain an uncertain quantity for at least six months provided labor difficulties become adjusted soon, and much longer if strikes persist.

Black markets, tie-in sales, and special prices make prices difficult to settle, even with Government regulation.

A concerted crackdown on questionable business practices which keep prices unsettled, is to be made this summer by the FBI, Revenue Bureau, Justice Department, OPA, Agriculture, Civilian Production, RFC and War Assets Corporation.

SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the period ending June 1, 1946

Clean-Up Committees

IT'S ALWAYS A HEALTHY SIGN when an industry decides to do its own housecleaning instead of waiting for outraged public opinion to act through demands made upon Federal legislative and administrative bodies. The Proprietary Association of America—which represents some of the country's leading advertisers—has called for the immediate creation of four joint committees (industry, radio, newspaper, magazine) to clean up the advertising of packaged medicines.

"The unscrupulous person creates a type of unfair competition that cannot be met by an honest manufacturer," said Dr. Frederick J. Cullen, executive vice president of the Association. "While he may be in the minority, the type of radio copy he uses is loud and is heard far and wide, and his headlines are large and can be readily seen."

At the convention of this same Proprietary Association, Don D. Patterson, advertising director of Scripps-Howard newspapers, likewise called for self-restraint in advertising so as to stave off the threat of government censorship. "We should avoid the sly and the salacious, the clever and the tricky; if by such means we contribute further to the distrust of the public in selling through advertising . . . isn't the 'slick' view of advertising the reason why we have invited the much-worried-about consumer movements, federal regulations and the experts who are able to make a living because they can find enough holes in our plan of operation through manufacturing and advertising to lead a public to believe that they are saving them from the Big Bad Wolf of Business?"

The Advertising Council has set up an advisory council to advise on the endorsement of projects to be sponsored by the Council. Several of these advisors represent the public rather than business. The group is headed by Evans Clark, executive director of the Twentieth Century Fund. and other non-business advisors include the director of research of CIO, an economist from AFL, the president of Hunter College and the director of research of the Rockefeller Foundation.

Such movements as those noted above may be successful in retaining for advertising the high degree of public goodwill which was built up through the large amount of unselfish advertising which was done during the war years.

C & O Fights Black Market

INDIVIDUAL CORPORATIONS CAN TAKE THE LEAD in fighting trade practices which annoy the public. The Chesapeake & Ohio Lines, fresh from their victory in breaking down the "Chinese Wall" which blocked trans-continental service at Chicago and St. Louis, now comes out with smashing newspaper pages headed "Let's Get The Black Market's Hand Out Of The Traveler's Pocket!"

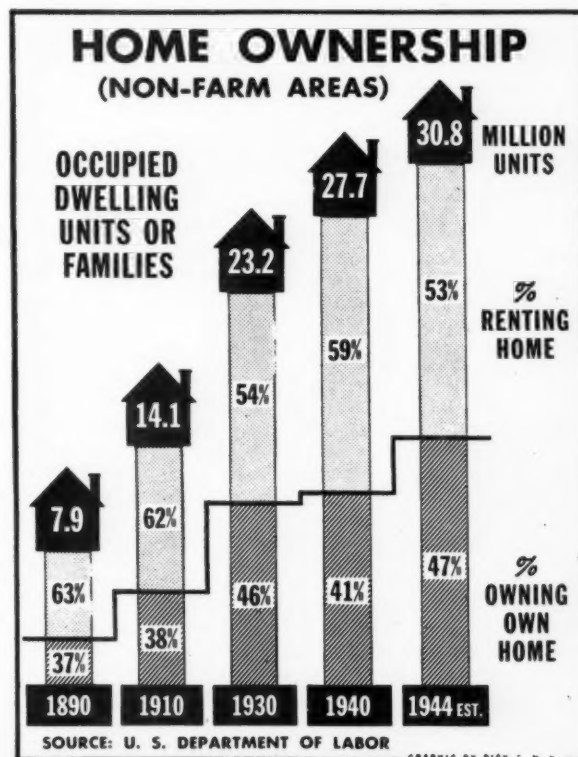
They make the obvious statement that the underground

sale of sleeping car space is a national scandal, but then they go much further by saying that the railroads cannot escape responsibility. The solution they offer is one which the C&O has been trying to get other railroads and the Pullman Co. to agree to since 1943. The proposal is that all "block" sales of sleeping car space be stopped at once. All space should be reserved or sold in the name of the individual who intends to use it. Tickets should be non-transferable. Hotels, travel agencies and business houses could follow their present system, except that the space would have to be reserved or sold in the name of the individual passenger. "The airlines do it this way, and they have never had a black market. And any objection that such a plan would be 'offensive to passengers' is ridiculous in comparison with the offense of the present system of bribing your way on to trains!"

Good for the C&O! Under the present system most trains pull out with empty space while hundreds can't get accommodations.

Borrowing Binge

THE PUBLIC IS GOING BACK INTO DEBT. A 12-city survey by the *Wall Street Journal* indicates that all kinds of lending institutions, from banks to pawn shops, report personal loans are swelling toward what they believe will be a new record volume. Perhaps that's the reason why retail sales continue to hit new high levels despite the fact that the wave of strikes has cut down income payments.



Consumer credit, according to Federal Reserve Board figures, skidded to \$5,388 million at the end of 1943 after reaching a record in 1941 amounting to \$9,889 million. The total for February of this year, the last reported month, was \$6,559 million but the big bulge in borrowing has come since then.

The newspaper concludes, "the demand for goods is expected to push consumer credit totals to record proportions. Some New York bankers say that the previous 1941 record total will be tripled in three years. The principal reason advanced for borrowing is the payment of medical and dental bills. A Cleveland banker says: 'If all the money borrowed to pay medical and hospital bills were so used, doctors and hospitals would have no outstanding accounts.' The truth seems to be that many people say they are borrowing to pay medical and dental bills but actually use the money for other purposes. Such borrowings are exempted from Federal Reserve Board restrictions."

Marketing Problems

THE AMERICAN MARKETING ASSOCIATION held one of its most successful conventions in Boston, May 16-17, with more than 500 registrations. Below are provocative excerpts from some of the speeches.

A. C. Nielsen, the A. C. Nielsen Co., Chicago: "The food chains are beginning to get some of their business back . . . women use more cosmetics when working than at home . . . men's toiletries are the most rapidly growing item in drug stores."

Howard C. Weeks, the Dennison Mfg. Co., Framingham, Mass.: "We have found in our business that it pays us to revise our sales budgets quarterly and to project continuously 12 months ahead. Longer-range budgets are more useful for general policy determination than as current operating tools . . . the effectiveness of the sales budget increases in direct proportion to the degree which the information is accumulated at the source. *Therefore, the place to begin in building a sales budget is in the field selling organization.* It is invaluable in its effect upon the salesman. It stimulates consideration of the potential within a man's own territory and should invite proper planning to fully tap these potentials. It also keeps the salesman continuously aware of what he is accomplishing or expected to accomplish in relation to potentials."

Robert F. Elder, Lever Bros. Co., Cambridge, Mass.: "One of the biggest reasons why most companies fail to get all they could out of market research is the lack of effective contact between the man responsible for market research and the top management circle. The usual thing is for the market research man to be given a series of disconnected assignments on specific topics, as management realizes the existence of problems. It is only seldom that the man responsible for market research knows the full background of the problem he is asked to deal with . . . *if a company is to get the maximum value out of market research, the function must not be limited to the making of specific surveys at the request of company executives.* It should be made responsible for periodic checking of consumer reactions to products, packages, prices, advertising and sales methods in order to be able to anticipate problems before they get to the stage where they seriously affect sales volume and profits."

Norman S. Rabb, Economy Grocery Stores Corp., Boston, Mass.: "The supermarket type of operation is self-service; there is no opportunity for personal salesmanship. Under this test, only those private labels can survive which offer superior value to the consumer, either at a lower price but in equivalent quality to the national brand, or in superior quality at the same price. *Supermarkets will provide the real test as to the ability of private labels to stand on their own feet.*"

Neil H. Borden, Professor of Advertising, Harvard Uni-

versity, in summarizing the debate on national vs. private brands between Mr. Rabb and A. O. Buckingham of Cluett Peabody: "A competition directed largely on nonprice forms, that is, on advertising and product differentiation is not fully desirable from the standpoint of consumers. In a free economy it is desirable that consumers willing to forego niceties of merchandise quality or of extensive services and who wish to buy on a price basis should have opportunity to do so. It is here that many private branders perform their service to the community at large. They give consumers an opportunity to buy merchandise with price as an important consideration. They force manufacturers in their competition to give greater attention to price. They prevent competition from going too largely into advertising and other nonprice forms . . . *my study of private brand pricing indicates that for every product field there is what might be termed a 'reputation value' for well-established brands. This reputation value is the differential which manufacturers may ask for their brands from consumers with the thought that it will be willingly paid. If, however, the manufacturers seek to get more than this amount, demand tends to flow to private brands.*"

Who Does Marketing Research?

AT THE SAME A.M.A. BOSTON MEETING William W. Heusner, director of market research for the Pabst Sales Co., reported on a survey made among all members of the National Association of Manufacturers, with more than 4000 firms reporting. 11.5% of the companies replying to the questionnaire had organized market research departments consisting of one or more employees. Another 27% said that they did some or all of the things that market research normally does, but that these functions were performed by line executives of the company. By relating the responses to the size of the company, it would sound that until companies attain a sales volume of \$2,500,000 or more there are, with few exceptions, no marketing research departments.

In companies where marketing research departments exist, more of them report directly to the chief executive than to any other officer . . . the average expenditure for market research for all companies reporting expense data was 33/100ths of 1% of net sales. One-half of the respondents spent a larger percentage of net sales volume for market research in 1945 than in 1940. Eight out of every ten of the companies with marketing research departments reported that they planned to increase their budgets and expand their scope.

Significant Shorts

The Slump In Magazine Sales: A number of readers have asked us for our interpretation of the widely advertised turning back of magazines from wholesale and retail channels. Does it indicate a slump in consumer income? Does it indicate a change in consumer habits, such as less reading and more automobile driving? Our interpretation is that it reflects the delusions of grandeur suffered by so many publishers and would-be publishers during the period of paper rationing. Publishers of existing publications thought they could double their circulation if paper became available; many others dreamed up new publications to start after the removal of restrictions. The result is that more than 1,200 titles are now being shipped to dealers. Few if any of them have display racks or space sufficient to display that many titles. They become indignant. Enough of them simply put the bundles under the counter until the wholesaler's truck comes around again, when they hand them back as returns, to account for a high percentage of the returns.

PHILIP SALISBURY

SALES MANAGEMENT



United States Rubber Co. launches a broad agricultural program, including a "Science Serves the Farm" exhibit now on tour across country . . . backed by a powerful advertising campaign in major farm papers, it is designed to bring new products within reach of the farmer to help him achieve greater production and enjoy a larger share of comforts of life.

THE FARM: Industry's Big Opportunity

BY A. B. ECKE

RUBBER boots for cows to aid in treating hoof disease. . . .
 . . . A machine that plucks 200 chickens an hour. . . .
 . . . Foam rubber-covered seats for tractors to ease those jolts and shocks.
 . . . A flame-proof fabric to reduce fire hazard. . . .
 . . . Functionally-designed tires for tractors and implements for greater operating efficiency. . . .
 These and hundreds of other new scientific advances in agriculture are shown and demonstrated in United States Rubber Company's "Science Serves the Farm" exhibit now on tour of the country.

Prompted by the growing need for closer cooperation between agriculture and industry, United States Rubber has launched a broad program designed to bring the products of its laboratories and factories within reach of the farmer to help him achieve greater production in the field and to enjoy a larger share of the comforts of every-day living.

And to get the story to the farmers themselves, the program is backed with a powerful advertising campaign, through Campbell-Ewald Co., Inc., Eastern Division, which takes in virtually every farm paper and magazine in the country—reaching an audience

FOR GREATER PROTECTION: Rubber boots for cows to aid in treating hoof disease . . . conductive rubber brooder pads which diffuse a steady heat—giving baby chicks a strong and healthy start in life.



of approximately 16,000,000 in such magazines as *Successful Farmer*, *Better Farming Methods*, *Southern Agriculturist*, *Capper's Farmer*, *Poultry Tribune*, *The Farmer Stockman*, *The Farmer*, *Prairie Farmer*, *Country Gentleman*, *The Progressive Farmer*, *Farm Journal*, *Farm & Ranch Magazine*, *Hoard's Dairyman*, *Better Fruit*, *Wisconsin Agriculturist*, *Mid-West Farm Unit*, and many others too numerous to list in full.

To initiate the program, a farm survey exhibit was held in New York City in October to acquaint company personnel with the aims and scope of the project.

During the war United States Rubber's one big customer was Uncle Sam. What few civilian products were made were easily sold. But—from there on, company personnel were told at the initial farm exhibit, the story "is going to be different." Francis Breese Davis, Jr., chairman of the board, in keynoting the program, emphasized the interdependence of farm and business, stating that it was up to industry to assist the farmer in his quest for higher levels of living and to aid him towards his goal of a fairer share of the national income.

The exhibit is a timely one. Instead of merely focusing attention on peacetime products and activities in general,

United States Rubber has highlighted the farm as a potentially profitable market. Farmers in general are now in the strongest position financially they have been in for many years. On the basis of age and condition of farm buildings and equipment, and of farmers' savings, United States Rubber officials believe that expenditures by farmers during the next few years will be something like this:

1. Trucks and automobiles will call for an expenditure of a billion dollars when new vehicles are again available.
2. Farmers will probably buy 200,000 tractors a year for a three-year period.
3. At least a billion dollars a year,

for several years, could well be spent for repair, modernization, and construction of farm buildings.

4. Household furnishings and equipment will probably call for an expenditure of 400 million dollars for several years.

5. It is estimated that under moderately favorable conditions of price and production that farmers in general can profitably use about 15 million tons of chemical fertilizers per year.

All these, say United States Rubber officials, represent for the prosperity of the country heavy but sensible post-war purchases.

After its initial appearance in October the exhibit was given its appropriate title, "Science Serves the Farm," and started on a trip across the country. First stop was Chicago where during the first week in April United States Rubber dealers from all over that important agricultural area, farmers, businessmen, and manufacturers viewed the wide scope of the company's activities in the field of agriculture.

It is one of the largest and most comprehensive projects of its kind ever undertaken. Products cover a wide range of applications and include non-rubber as well as rubber to supplement the vast number of rubber products such as tires, mechanical goods, protective clothing and footwear which the company makes in more than 30,000 different varieties.

Six freight cars comprising a special section, or an entire train, are required to transport the exhibit material, and it takes two and a half days to load the train.

The next showing will be in Minneapolis June 3 to 8 inclusive.

High spot of the exhibit is a "Serving Through Science" section which is really a Hall of Science. The rest of the exhibits are divided into eight general categories: the introduction which shows the old farm and the panorama of progress leading up to the farm of today; rubber products for the farm home; rubber products for the farm operation; the company's Naugatuck Chemical Division exhibit which features the new agricultural chemicals and a group of new plastics; wearing apparel for the farm family, and rubber products for recreation.

The progress of the farm is traced from the "horse and oats" days down to present-day stream lined mechanization. There are "down on the farm" scenes, such as a modern dairy barn and a complete model poultry house.

The most recent and dramatic ad-



A Solemn Obligation

FRANCIS BREESE DAVIS, JR. (left), chairman of the board of directors and former president of United States Rubber Co.:

"Industry has a solemn obligation and duty to the farmer . . . almost one-fourth of our population lives on farms, yet receives only one-eighth of our gross national income. The farmer must get a greater proportion of this wealth and he will get it if our Nation is to move forward. For the farmer is truly the backbone of America . . .

"We as a company believe in the farm, and that to achieve greater wealth the farmer must be helped to greater productivity through technological and chemurgic advances which industry should and can provide. The idea that industry is a rapacious and predatory institution which takes the things it wants by force is outmoded . . . we leave such devices to our late enemies who tried this method and found it ruinous . . .

"On the other hand, by placing the tools and means for greater crop output and increased production firmly in the hands of the farmer we shall not only help him raise the standards of living as far as he is concerned, but will also lift the economy of our Nation to new peaks of prosperity."

A THOROUGH JOB: A plucking machine removes feathers from turkeys five times quicker than they can be picked by hand . . . chickens can be cleaned at the rate of 200 an hour.



FOR SCIENTIFIC FARMING

U.S. ROYAL
THE FARM TRACTOR TIRE
WITH A BACKWIRE

U.S. ROYAL
THE FREE ROLLING TIRE
FOR FARM IMPLEMENTS

U.S. ROYAL
THE FARM TRACTOR TIRE

US TIRES

SERVING THROUGH SCIENCE

UNITED STATES RUBBER COMPANY
1534 AVENUE OF THE AMERICAS • ROCKEFELLER CENTER • NEW YORK 20, N. Y.

THE FARMERS are told the story in every major farm publication throughout the country—reaching an audience of approximately 16,000,000.

of untreated cotton yarn, giving it greater weight and bulk but less strength and flexibility than the new product.

There are displays of any number of different types of boots and protective rubber clothing for greater health and comfort. Rubber boots for cows, to protect the feet during treatment of hoof disease. There are demonstrations of unusual applications of rubber, including conductive rubber brooding pads for use in chicken raising. The rubber, which is in the form of a pad less than two feet square, is made conductive by the addition of special compounds, according to company scientists who perfected the product. A larger edition of the pad can be used for hotbeds. The pad is placed beneath the soil and sufficient heat is obtained to induce seed germination and plant growth.

A plucking machine removes feathers from the Thanksgiving *piece de resistance* five times quicker than they can be picked by hand. Key to the machine is scores of rubber fingers produced by United States Rubber and mounted on a drum which turns at high speed. The bird is dipped in boiling water, then held against the rubber fingers for 30 seconds. The rubber does a thorough job, removing even tiny pinfeathers. Only the large tail feathers have to be pulled out by hand. The machine defeathers chickens, ducks or any other kind of bird. Chickens can be cleaned at the rate of 200 an hour.

The farm home, too, comes in for its share of new products, both rubber and non-rubber, which are destined to make farm life and living

vances resulting from chemurgic and technological research are revealed. These include plastics and improved textiles and chemicals which are the result of war-born developments and now converted to peacetime use and farming.

A large section of the exhibit is devoted to testing and demonstrating materials and portraying product manufacturing operations. Guests, for example, see actual steps in the manufacture of *Koylan*, a light, foaming and extremely resilient rubber which is used for mattresses, upholstery, and cushioning.

To illustrate the skill needed in selecting cotton which the company uses in vast quantities (United States Rubber Co. buys the output of 400,000 acres of cotton annually.), a cotton classer demonstrates and explains the great importance of grading, selecting and evaluating cotton when brought in the raw state. A series of process-

ing steps reveals its treatment from the raw state to final finishing for use in the tire cord, hose, belting, and numerous other applications.

The manufacture of synthetic rubber to provide tires for farm tractors and implements is also graphically shown in a series of simple operations.

New and improved rubber products ranging from huge tractor and off-the-road tires, to a recently developed agricultural spray hose are presented as evidence of the current trend towards mechanization and the ever-widening use of rubber on the farm.

The new hose is designed for spraying fruit orchards and field crops infested with insects. Made of synthetic rubber, it is reinforced with two layers of fabric woven with *Ustex*, a cotton yarn treated with plastics to increase its strength as much as 70% and used during the war to make parachute harness for Army airmen. The hose was formerly built with three layers



HERBERT E. SMITH, (left) president, United States Rubber Co., opened the Chicago "Science Serves the Farm" Exhibit.

more comfortable, and at the same time lessen the burdens of the farmer's wife. There are rubber parts for kitchen appliances which help to eliminate much of the drudgery of cooking and other household duties. A fire-proof fabric called *Asbeston* is used for ironing board covers and other purposes.

A textile treating resin imparts a crispness to cotton fabrics, eliminating the necessity for starch in such garments as women's house dresses, children's play clothes, and shirts.

Now commercially available to textile finishers, the new treatment called *Kandar* is applied at the time of manufacture. Garments will be brought out with the resin already applied. Despite repeated launderings and dry cleanings, the finish will not wash out of the fabric, but will remain to restore its newness and crispness after each washing and ironing, United States Rubber scientists state.

The treatment also can be used on rayon fabrics to give them better drape and fullness.

Also on exhibit is a new contact resin for laminating with glass or textile fabrics at low temperatures and pressure. Called *Vibrin*, the resin was developed during wartime to inactivate unexploded bombs. A venetian blind made of the new resin laminated with print fabric is on display as a peacetime application for the plastic. The new blind will harmonize with wallpaper or draperies in contrasting or similar decorative effects. Stronger than a wood blind, it operates more quietly and smoothly. Blinds which are translucent also can be made with the new resin by laminating it with glass or nylon fabrics.

Another display shows a chip-proof

permanent white enamel for refrigerators, washers and other kitchen appliances. The new enamel has as its base a new resin which imparts unusually high chip, crack and mar resistance. The new finish remains permanently white, not yellowing with age.

An extensive line of plastic upholstery provides designers and manufacturers with upholstery material which is water-proof and can be made flame-proof. Known as *Naugahyde*, the new plastic upholstery is being made in a wide range of bright decorative colors and even two-tone effects as well as in a variety of grain.

Because this material is water-proof and unharmed by exposure, it can be used successfully in lawn furniture,



FOR THE HOME: Venetian blinds made with fabric laminated and coated with a new plastic called *Vibrin* are stronger, lighter than wooden ones... they operate more smoothly and are fire-resistant.

open cars, boats, and for other outdoor installations, company officials point out. It will not be affected by perspiration, salt water, alcohol, gasoline, oils, greases, most acids, and alkalis, and can be cleaned with soap and water.

Many of United States Rubber Company's new products for the farm have come out of an experimental farm—a 10-acre tract just outside Bethany, Conn. Here's how it all started:

Making rubber products requires chemicals. Each product has a different chemical problem, and many times it takes from a dozen to hundreds of different compounds before the right one is found. But United States Rubber chemists do not throw out the ones they do not use. At the Naugatuck Chemical Division's experimental farm at Bethany 11 scientists test all the chemicals the laboratories produce—test them for some application to farming.

Among the many new chemicals that have come from the Bethany experimental farm and that are now being demonstrated in the traveling exhibit are three new ones: *Phygon*, a fungicide for control of apple scab; *Syndeet*, an insecticide that not only kills all insects normally killed by DDT, but controls mites and aphids as well, and *Tufor*, a selective weed-killer that destroys all broad leaf weeds without damage to grass or cereal crops. The effectiveness of all three chemicals is shown on growing plants under active cultivation.

Spergon is another important chemical for the farm. It provides seeds with protection from soil-borne fungi. Bad weather following planting does not impair seeds coated with it, eliminating the necessity for replanting. It is non-injurious to humans and animals and can be applied any time—its lubricating quality making seeds easier to plant with a drill.

The more relaxing aspects of country life are also recognized by United States Rubber in a series of displays of fishing, hunting, golf, and other outdoor activities. With the wider use of mechanical equipment on the farm, the company feels that farmers will have more time for these and other leisurely pursuits in the future.

The whole program is pitched with the key of determination to better living conditions on the farms. The planning behind the program has been well conceived and it isn't difficult to understand why the farm market, as such, calls for the serious attention the United States Rubber Company has given it.



NEW CHEMICALS effective against a wide variety of insects are an important part of U. S. Rubber's contribution to farming.

SALES MANAGEMENT

How Schick Dramatized the Kickoff For the New Product, "Shaverest"

Plenty of mystery and some nice details borrowed from show business catapulted this newcomer in the Schick family off to a full-speed-ahead start with the sales group and the firm's 35,000 dealers.

TO launch a new product in such a way as to derive maximum benefit from its introduction requires careful planning plus skill. Schick Inc., Stamford, Conn., displayed these attributes in introducing their new *Shaverest*, companion item to the Schick electric shavers. The event was carefully timed, with salesmen seeing the item on the first day of their four-day meeting held in Stamford, April 29 and 30, and May 1 and 2; and, simultaneously, announcements going by mail to Schick's 35,000 dealers, 700 distributors and their 10,000 salesmen.

Surprise in Announcement

Though the company's salesmen had known that there would be a new product at this time, its nature had been kept secret. As a result, the announcement had surprise value. Great care was also taken in timing the mailings of the announcement broadsides to dealers and distributors, to coincide with the announcement at the sales meeting. And, finally, the announcement to the sales staff at the meeting was characterized by considerable showmanship.

Just now, when so many companies are bringing out new products unrelated to those they manufactured before the war, the *Shaverest* is of especial interest because it supplements Schick's other products, the "Super" and the "Colonel" shaver models. This is advantageous to all concerned. Dealers already handling the line can handle the *Shaverest*, which, as the company points out, has three markets: Those who will buy new shavers and will want the *Shaverest*, too; those who already own shavers; and gift buyers.

The new product is an electrically operated plastic holder which can be attached to any bathroom wall. It saves shelf space and makes the shaver easy to use. Reeled up inside it is a length of electric cord, which extends to convenient length for the person shaving. After using it, the user presses a button on the side of the shaver and the cord automatically reels up to fit neatly into the case. The current turns on when the shaver is lifted and turns off when it is replaced. The electric shaver

may be easily removed from the *Shaverest*, if desired, as in the case of travel. The product will retail at \$7.95.

Here's how it was introduced to the 50 sales representatives and key office personnel on the opening day of the meeting in Stamford. At the front of the auditorium, there were three curtains, one of which was drawn aside to reveal a 10-foot-wide complicated, Rube-Goldbergian, engineer's drawing. Paul Hill, Schick's general sales manager, with pointer in hand, began a detailed, technical—and very boring—talk about the drawing. The salesmen stood this for a few minutes, and then one interrupted to ask, "But *what* is it?" At that point, Mr. Hill smashed through the drawing to reveal—behind it—the new *Shaverest* in a brilliantly lighted shadow box; on one side, behind another curtain, there was another *Shaverest* attached to a real bathroom wall; and on the other side of the shadow box, also behind a curtain, there was a lithographed blow-up, in color, showing the product greatly enlarged.

"Try It Yourself"

When all three curtains had been drawn back, the features of the new product were discussed, and the men were invited to examine the exhibits and to try for themselves the electric shaver in the *Shaverest*, attached to the bathroom wall.

The rest of the four-day meeting followed the usual Schick sales-meeting pattern of sales discussions, slide-film showings, trips through the plant, etc. Though electric shavers were not slighted, the new *Shaverest* continued to come in for its share of attention. For example, the highlight of the big annual dinner on Wednesday, May 1, was the presentation of an award of \$1,000 to Albert E. Hutt, of the engineering division of Schick, Inc. Kenneth C. Gifford, the company's president, delivered the award to Mr. Hutt, in appreciation of his work in developing the new product.

The color broadside which dealers and distributors were receiving by mail on the first day of the meeting had been designed to arouse curiosity. The large envelope, which is the outside



SCHICK SHAVEREST: Plastic holder saves shelf space, makes shaver easy to use.

cover of the mailing piece, bears an illustration of a group of men crowded about a shop window. Written prominently above the picture is the slogan, "GET READY FOR YOUR FIRST LOOK AT A NEW IDEA!" Opened up, the front cover of the broadside proper shows a picture, enlarged and in color, of a Schick Super Shaver being lifted by a man's hand from the *Shaverest*; and under this a list of four sales features of the product:

- Holds shaver safe;
- Finger-tip handy beside your mirror;
- Stops current automatically;
- Cord reels up automatically at touch of button.

Opened once more, the broadside shows the product (and a Super) once more, with small drawings illustrating certain features (such as pressing the button to reel up the cord); lists the markets for the *Shaverest*; and tells of the forthcoming advertising campaign, in *Life*, *Saturday Evening Post*, and *Collier's*, which will announce the *Shaverest* to 16,000,000 persons in 60 days. (A double-spread in business magazines will also announce the product. Kudner Agency, New York, is handling the campaign).

Counter Demonstrator

An important sales aid has been developed for the *Shaverest*—a counter demonstrator, from which the product may be operated just as it would be if attached to the bathroom wall of a home. A special deal is offered, through which dealers may buy the demonstrator for \$10, along with a minimum of two Supers, two Colonels and three *Shaverests*.



DESIGN FOR TRAINING: What better tool for teaching retail instructors than a life-size reproduction of modern Socony service station design? Key men, selected from the cream of the sales force, come to Socony's Retail Sales Development Laboratory to learn methods for improving dealer operation. And station layout is a "must" on the list—as C. C. Garofalo, manager of the school, points out to his class in station re-design.

BY

EDITH KINNEY



What Socony Is Doing to Lift the Efficiency Level of Its Dealers

Training plans designed to reach retailers often falter because of management's failure to do a thorough job of training the trainers. Socony's advanced sales seminar is turning out a group of experts equipped to give practical management counsel in all phases of dealer operation. They know how to use every modern sales tool.

DEALERS no longer can be merely "outlets." They must be retail experts.

And one way to get the most out of your dealer outlets is to launch a complete training program—starting with your own sales organization and continuing right on through to the dealer. Why not train your own salesmen to be retail experts, so that they in turn may make retail experts of your dealers?

One company well on its way toward this achievement is the Socony-Vacuum Oil Co., Inc. Using its newly

established Retail Sales Development Laboratory in New York City as a hub, the "Training the Trainers" program is feeding a chain of district training schools throughout the organization's marketing areas.

The New York laboratory is headquarters for training the instructors who will go out into the field to train the district retail salesmen. It is these retail salesmen who are responsible for training dealers and service station personnel. Socony's Retail Training Program covers every factor in the operation of a retail business.

Cornerstone of the Retail Training Program is a sales form which lists, for each outlet, the retail factors that may affect the sales volume of a service station. Here they are:

1. Visibility
2. Accessibility
3. Appearance
4. Building Facilities
5. Equipment
6. Stock, Merchandise and Displays (Inventory)
7. Personnel (Selection, Compensation, Bonus Incentive)
8. Sales and Services (In the Service Station: driveway, lubrication, tire and tube, battery, oil filter, radiator, car appearance, spark plug, fan belt, shock absorber, brake fluid, upperlube tonic, air filter and additional specialized services.)
9. Customer Service Records and Follow-Up

SALES MANAGEMENT



It's A SCHOOL, Too . . . Typical of the kind of district training school developed by Socony retail instructors is the one above. For instructors must "practice what they preach" in the classrooms above the station—classrooms in which dealers and salesmen learn modern techniques for increasing sales and hoisting profits.

SALES-BUILDING SERVICE: Socony dealers learn that one way to win new business and keep present customers satisfied, is to maintain service records. They learn, too, that attractive display units like this one at left pay off in sales volume as well as in good-will.



10. New Business Activity (Direct-Mail, Solicitation, Local Advertising)
11. Credit Activity (Credit Plans)
12. Sales Analysis
13. Expense and Profit (Business Records)

Objective of the program is to prepare and assist retail salesmen in improving these retail factors in individual Socony outlets. Salesmen must be able to analyze the needs of each service station, and work out a method for improving these factors, thereby increasing sales. The Retail Training Program gears itself to this plan by preparing the salesmen for this activity and assisting them in its accomplishment.

The four-fold program covers in its operation:

1. Training of retail instructors by the Retail Sales Development Laboratory.
2. Development of the District Training Schools by the retail instructors.
3. Training of retail salesmen by the retail instructors.
4. Training of dealers and service station personnel by the retail salesmen, assisted by the District Training

Schools where they are needed.

1. Training of Retail Instructors by the Retail Sales Development Laboratory. Because the retail instructors are the key men in the training scheme, they are chosen from the cream of the sales force. After they receive their training, it is up to them to develop District Training Schools for Socony's retail salesmen. The initial course for retail instructors requires about one month. In addition to the staff at the laboratory, 14 other top experts are visiting lecturers.

Socony's goal is to have these instructors establish one training station for each district. By July 1, all the retail instructors in the Eastern U. S. Marketing Area will have been trained to go out in the field to establish district training schools.

Naturally, the first "must" on the list of subjects they should know is the setup of retail factors that increase business in service stations. In addition to these general business factors, they receive supplementary technical and car service training, as well as thorough advanced product and sales training.

Most significant training these men receive is how to develop a district school for retail salesmen and how to organize traveling clinics. They learn the courses of instruction for retail salesmen, salesmen trainees, dealers and service station personnel. They also must become familiar with the use of training material—particularly projectors and films.

2. Development of Training Schools by Retail Instructors. When the retail instructors go out into the field to organize the district training schools, they make their training stations as perfect as possible on all of the requirements of an efficiently functioning outlet. Then, at this service station, they install classroom facilities, equipment and material for group teaching. Members of the group actually practice on-the-job car servicing. In this practical application of his training, the instructor is assisted by the crew at the service station—a crew which he himself has selected and trained. Thus, the training station demonstrates to retail salesmen, dealers and their men, by example as well as instruction, the factors which affect sales volume in a retail outlet. The actual operation of the station itself must prove the effectiveness of the entire training program.

3. Training of Retail Salesmen by Retail Instructors. This is one of the most important functions of the training station, because instructors are



training the men who are actually responsible for training the dealers and their personnel. Often the district sales manager in a territory may request the district training school to cover certain specific subjects in which he feels his salesmen need "refresher courses." But most retail salesmen will go through the basic course of training, which includes the retail factors, the theory of automobile engines, and advanced sales and product training.

4. Training of Dealers and Personnel by Retail Salesmen at the Outlet or by the Training Schools in the District. Here, at last, the training which has been done by Socony-Vacuum accomplishes its practical application. The retail salesman is the man who provides service station personnel in his area with the basic instruction they need to do their jobs well. He explains the general nature of the "business of service stations," trains them in station maintenance, driveway sales and service, lubrication and car inspection, and other basic services including tire mounting, battery testing, anti-freeze service, lights,

customer service records, etc. Specialized services require additional training.

For the dealer himself, there is information on service station management which he may obtain from the salesmen, or which he may learn by attending courses at the training station. If dealers are troubled with recruiting personnel, they can learn how to cope with their problems by taking courses in personnel selection, compensation and bonuses; if they want to expand their business, the salesman can give them tips on how to stimulate new business activity. Especially useful to most service station men, is the help provided by Socony's courses on credit and budgeting activities, and on balanced sales. The salesman can also supply dealers with information on how to keep business records most efficiently, and how to analyze sales figures. Or he can even aid dealers in redesigning or modernizing station layout.

Throughout the program, the district training school assists the retail salesman in achieving his dealer training objectives. For the salesman may

send some of his dealers or their men to the training station for part of their instruction.

The problem of training material has been worked out so that retail instructors and retail salesmen need not worry about having the reference tools with which to do their training jobs.

Tools for Trainers

One of the most important training tools developed by C. C. Garofalo, manager of the Retail Sales Development Laboratory, and his staff, is the Retail Manual, designed for retail salesmen. The manual contains 14 chapters and provides salesmen with the knowledge necessary to carry through the retail training program. The first chapter outlines the nature of the business of service stations, and the next 13 chapters contain detailed discussions of the 13 retail factors that are emphasized throughout the entire training program.

A Product Manual describes each of Socony-Vacuum's retail products for salesmen, and a Sales Promotion Material Catalog provides them with direct-mail material, follow-up cards,

SALES MANAGEMENT

No D-T (DEALER-TRAINING) JITTERS HERE!—not after Socony has "trained its trainers" in all of the aspects of service station operation—including the actual servicing of automotive parts. Lectures by Fred Phillips, retail training advisor (left), are followed up with shirt-sleeve shoproom work (left and below) with Mr. Phillips and Lawrence Prybylski, also a retail training advisor (left below), answering the "students" questions.

sales and service—including the art of service station selling, importance of friendly service at the pump, and technical servicing facts.

To supplement the manual, dealers receive a complete business record system, a monthly sales kit, product bulletins and catalogs, and charts of recommendation for motor oil, lubrication, anti-freeze, etc.

An especially valuable tool, from the retail salesman's point of view, is the training check-list chart. Here the salesman lists the various sales and services provided by each of his service stations, and the names of each station in his area. He can keep a constant check on each of his dealers, to see how proficient they are in each classification. In this way, training needs stand out and demand attention—the salesman is able to provide the training needed—and progress is clearly portrayed on the check-list. It is, in reality, an inventory and an order form for dealer training needs.

SM's Check-List

This same type of check-list is also used by district sales managers in analyzing the training needs of retail salesmen—or it can be used by the salesman himself as a guide in determining items on which he would like to have more training to help him accomplish his retail objectives.

Socony-Vacuum utilizes 16mm. sound films and still films generously in its training program. Twelve sound films and seven still films are shown in the course of the training curriculum.

As far as the physical set-up for the training schools is concerned, the Sales Development Laboratory in New York City is a fine example for the retail instructors to follow in organizing their district schools.

At the beginning of the year, the

laboratory was a warehouse. In just a few months, with the aid of carpenters and detailed planning, it was transformed into an efficient, well equipped training center.

There are three classrooms (one of which is a shoproom), a large auditorium with raised platform, a cut-away chassis of a commercial truck, and a life-size reproduction of the Socony-Vacuum modern service station design. There are ample executive offices for the training instruction staff, easel set-ups for classroom and group discussion, and full facilities for film projection.

Training and Testing

The laboratory actually serves a dual function. For, in addition to its value as a training school, it also serves as a testing laboratory for the development of new selling methods, equipment, ideas, service station layouts—and even color combinations for painting schemes. New display ideas, new methods for servicing cars, new tools—all are experimental projects within the scope of the Sales Development Laboratory.

And the Retail Training Program, of which the laboratory is the nerve-center, is a unifying factor in the company's sales program. For it brings management's ideas about better retail outlets to the attention of the sales organization as well as the service station operator, through its "training the trainers" approach. By tying in the field activity of the retail salesmen with management's plan of action, the program is establishing a community of retail thought—a common language. The continuous emphasis on the retail factors which affect business develops among salesmen and dealers a consciousness of a retail pattern—and goes a long way toward making the improvement of these factors a habit.

reminder-stickers, ad mats, etc.

A Dealer Manual contains the basic training material for dealers and service men on service station operation. This, too, includes a discussion of the business of service stations and points out the "ABC's" of retailing, personnel selection, station maintenance, and

TOOLS OF THE TRADE: Mr. Garofalo says it's probably the first time that the small tools used in a service station have actually been assembled systematically. At any rate, they're here—all on one table. Mr. Garofalo, manager of Socony's Retail Sales Development Laboratory, points to the group of tools needed for the basic services of a station. On the other side of the table are tools used for specialized services.



“Dollar-Hour” Travel Costs for Air, Rail, Bus Transportation

This is the first postwar study of the *real* cost of traveling between major cities in the United States. To get the *real* cost of travel you must add the hourly value of a salesman's time to basic fare.

If you have a man whose time is worth \$2.50 an hour—\$100 a week or \$5200 a year—and you are sending him on a 300-mile trip, what is the cheapest form of transportation: Bus, railroad coach, Pullman or airplane?

The usual way is to compare the monetary cost of the fares, but this fails to take into consideration the “hidden cost” of a trip—the value of the man's time to his company while in transit during business hours, which is time he otherwise could be working on his job. Thus, the actual out-of-

pocket cost of the fare is only a part of the “dollar-hour” cost of travel. To arrive at the *real* cost of any form of transportation, it is necessary to add the value of the man's salary-time to the actual cost of the fare.

Previous SM surveys were made in 1935, 1937, and on January 15, 1941. Since then, there have been constant changes in transportation schedules and costs. Some schedules are faster, others slightly slower, and to fares for bus, rail and air travel must now be added 15% federal tax.

The comparative costs in both

Tables I and II are based on these assumptions: That the trip is made for business, that it is made during business hours (that is, from 9 a.m. to 5 p.m.), that considerations of relative comfort are omitted, and that the trip is made without recourse to extra-fare trains or airplanes.

Obviously, such comparisons can be only approximately correct. Some trips—such as the one between New York and San Francisco—could not be taken entirely during business hours. Some others would not be taken entirely during business hours except under unusual circumstances. The editors suggest to readers who feel that these are important exceptions that they study the basic comparisons in the table headed “All Transportation Costs,” which make no allowances for

Table 1
“Dollar-Hour” Costs for 17 Trips by Pullman and by Air Transport

What is the *real* cost of trips by Pullman and by air transport for business men earning from \$1.50 to \$5.00 an hour (\$60 to \$200 weekly, \$3,120 to \$10,400 annually), assuming that traveling is done during business hours? To the basic fare, plus allowance for incidentals, must be added the value of the man's time. In this table, the Pullman cost includes lower berth. Some trips *could not* be taken entirely during business hours, others *would not* except under unusual circumstances; therefore, the editors suggest that readers study the basic comparisons in the column “All Trans. Costs,” which makes no allowance for the value of salary hours, in addition to the costs given under “Total Cost, Salary-Hours Added.” See text for detailed explanation.

						TOTAL COST, SALARY-HOURS ADDED					
		Elapsed Time	*Fare, One Way	Meals and Tips	All Trans. Costs	\$1.50 (\$60 wk.)	\$2.00 (\$80 wk.)	\$2.50 (\$100 wk.)	\$3.00 (\$120 wk.)	\$4.00 (\$160 wk.)	\$5.00 (\$200 wk.)
New York to Atlanta	Pullman	19 hr. 15 min.	\$41.38	\$5.50	\$46.88	\$75.76	\$85.38	\$95.00	\$104.63	\$123.88	\$143.13
	Air	4 hr. 32 min.	51.06	51.06	57.86	60.13	62.39	64.66	69.19	73.73
New York to Boston	Pullman	5 hr.	12.12	2.00	14.12	21.62	24.12	26.62	29.12	34.12	39.12
	Air	1 hr. 5 min.	9.60	9.60	11.23	11.77	12.31	12.85	13.93	15.02
New York to Chicago	Pullman	17 hr. 5 min.	42.47	4.00	46.47	72.10	80.64	89.18	97.72	114.80	131.89
	Air	4 hr.	37.78	37.78	43.78	45.78	47.78	49.78	53.78	57.78
New York to Miami	Pullman	27 hr. 10 min.	65.35	6.75	72.10	112.85	126.43	140.02	153.60	180.77	207.93
	Air	5 hr. 30 min.	65.15	65.15	73.40	76.15	78.90	81.65	87.15	92.65
New York to New Orleans	Pullman	31 hr. 40 min.	64.09	8.00	72.09	119.59	135.42	151.25	167.09	199.41	230.42
	Air	7 hr. 9 min.	66.70	66.70	77.43	81.00	84.57	88.15	95.30	102.45

*Includes 15% federal tax.

(Continued on page 48)



"Sounds like opportunity to me!"

If you are looking for a career, your Bell Telephone Company may have exactly what you want—work that's interesting, important and pleasant.

Right now in many places Bell Companies need young women to help meet the demand for telephone service.

Wages and working conditions, good. Associates, friendly. Annual vacations with pay. Benefit payments. Attractive openings of many kinds.

Ask the nearest Bell Telephone employment office to tell you what opportunities there are in your community.



BELL TELEPHONE SYSTEM

the value of salary-hours, in addition to study of the costs given under "Total Costs, Salary-Hours Added."

The figures in Table I are based on the assumption that the traveler takes the fastest non-extra fare train or airplane and travels in a lower berth Pullman or seat-type airplane. To the basic rail fare is added, the lower berth charge, then 15% federal tax on both, and a conservative allowance (up 331/3% from 1941) for meals and tips. Airplane costs are for the one-way air ticket with no costs added because of free meals and the no-tipping policy. The New York to Chicago trip is based on the Pennsylvania's *The Admiral* with a running time of 17 hours 5 minutes. Trains during business hours from New York to

Chicago are slower and since this trip cannot be made in one day it is only fair to commence the trip in the late afternoon—when the best trains run.

The elapsed time is from one railway depot to another and from one airport to another. Railroad men may argue that time consumed in going from a mid-city airline ticket office to the flying field and vice versa (which is 30 minutes at LaGuardia Field, New York City) should be considered in the elapsed time. The time required to travel from the city to the airport varies from city-to-city and there is no way of telling whether a traveler will proceed to the airport from his home or from the center of the city. By the same token, the man who travels by rail may have to come from

his suburban home into the city to the rail depot.

Inasmuch as there is no allowance for the travel-hours (and salary-hours) from the city airline ticket office to the airport, or from the suburban home to the mid-city rail depot, there is no allowance made for the cost of transportation either to the airport or to the rail depot. Airline schedules are based on "flying time," that is, the time it normally should take for a trip between two points. Mainly due to weather conditions, flights can be ahead or behind schedule. This factor, of course, must be taken into consideration in determining the cost of a trip after it has been completed, but, obviously, it is impractical to anticipate specific situations in a table.

"Dollar-Hour" Costs for 17 Trips by Pullman and by Air Transport

(Table 1, continued from page 46)

						TOTAL COST, SALARY-HOURS ADDED					
		Elapsed Time	*Fare, One Way	Meals and Tips	All Trans. Costs	\$1.50 (\$60 wk.)	\$2.00 (\$80 wk.)	\$2.50 (\$100 wk.)	\$3.00 (\$120 wk.)	\$4.00 (\$160 wk.)	\$5.00 (\$200 wk.)
New York to Pittsburgh	Pullman Air	8 hr. 45 min. 1 hr. 50 min.	20.67 17.14	2.00	22.67 17.14	35.80 19.89	40.17 20.81	44.54 21.72	48.92 22.64	57.65 24.47	66.42 26.31
New York to San Francisco	Pullman Air	81 hr. 5 min. 18 hr. 15 min.	146.20 136.05	18.75	164.95 136.05	286.58 163.43	327.12 172.55	367.66 181.67	408.20 190.80	489.28 209.05	570.37 227.30
New York to Washington	Pullman Air	3 hr. 55 min. 1 hr. 12 min.	11.87 11.56	2.00	13.87 11.56	19.75 13.36	21.70 13.96	23.66 14.56	25.62 15.16	29.53 16.36	33.45 17.56
Chicago to Denver	Pullman Air	17 hr. 6 hr. 59 min.	49.01 47.44	4.00	53.01 47.44	78.51 57.92	87.01 62.38	95.51 64.89	104.01 68.39	121.01 75.37	138.01 82.35
Chicago to Kansas City	Pullman Air	11 hr. 1 min. 2 hr. 30 min.	21.46 21.56	2.00	23.46 21.56	39.99 25.31	45.49 26.56	51.00 27.81	56.51 29.06	67.53 31.56	78.54 34.06
Chicago to Minneapolis	Pullman Air	6 hr. 45 min. 2 hr.	18.84 16.85	2.00	20.84 16.85	30.97 19.85	34.34 20.85	37.72 21.85	41.09 22.85	47.84 24.85	54.59 26.85
Chicago to New Orleans	Pullman Air	24 hr. 50 min. 6 hr. 37 min.	44.70 46.98	5.50	50.20 46.98	87.45 56.91	99.87 60.21	112.28 63.52	124.70 66.83	149.53 73.44	174.37 80.06
Chicago to Pittsburgh	Pullman Air	9 hr. 2 hr. 25 min.	21.86 21.39	2.00	23.86 21.39	37.36 25.02	41.86 26.22	46.36 27.43	50.86 28.64	59.86 31.06	68.86 33.47
Chicago to St. Louis	Pullman Air	5 hr. 20 min. 1 hr. 45 min.	14.47 13.46	2.00	16.47 13.46	24.47 16.09	27.14 16.96	29.80 17.83	32.47 18.71	37.80 20.46	43.14 22.21
Washington, D. C. to Pittsburgh	Pullman Air	8 hr. 50 min. 1 hr. 2 min.	14.65 9.95	2.00	16.65 9.95	29.90 11.50	34.32 12.02	38.73 12.53	43.15 13.05	51.98 14.08	60.82 15.12
San Francisco to Los Angeles	Pullman Air	9 hr. 45 min. 2 hr. 5 min.	21.99 17.42	2.00	23.99 17.42	38.62 20.55	43.49 21.59	48.36 22.63	53.24 23.67	62.99 25.75	72.74 27.84
Kansas City to Oklahoma City	Pullman Air	10 hr. 15 min. 2 hr. 33 min.	15.71 18.52	2.00	17.71 18.52	33.09 22.35	38.21 23.62	43.33 24.89	48.46 26.17	58.71 28.72	68.96 31.27

*Includes 15% federal tax.

■ ■ ■ pick color television as sales medium

...says an advertising manager

"The color television looked excellent to me. My personal reaction was 'Why bother with black-and-white if color can be done as satisfactorily at present.' I was very impressed."

W. A. DRISLER, JR. *Advertising Manager*
Cannon Mills, Inc.

...says a merchandising manager

"My personal reactions to color television are feelings of pleasure, excitement, and thrills. Certainly color over black-and-white is much to be desired."

WALTER J. ANDREE
Manager-Merchandising Department
Sinclair Refining Company

...says an agency President

"...One point sells me—the clarity of subject achieved by the use of color even in the 12 inch screen, for *that* may be the screen of the mass market for the first few years of video."

LAWRENCE L. SHENFIELD, *President*
Doherty, Clifford & Shenfield

PUBLIC, TOO, WANTS COLOR

The public has recorded its opinion of color television in an impartial consumer study. The findings indicate an overwhelming preference for color television over black-and-white on the part of the audience television must create for itself. You are welcome to a copy. Address, Columbia Broadcasting System, Dept. T, 485 Madison Avenue, New York City.

COLUMBIA BROADCASTING SYSTEM

...says an agency executive

"Frankly I can't imagine any other type of television now that I have seen your(s)... It is one of the most impressive developments in science that I have ever witnessed."

ANGUS D. MACKINTOSH
Young & Rubicam

...says an account executive

"I was very much impressed with the quality. I think it obsoletes black-and-white as the ATOM Bomb made Block busters obsolete."

E. J. ROSENWALD, *Account Executive*
Biow Company

...says an agency executive

"In its pioneering of color television CBS has extended the communication of ideas to the furthest point yet achieved. There is no doubt that it will serve, as each successive forward step in communication has, to extend the consumption of goods and the use of services and at the same time further reduce the cost of distribution."

LLOYD O. COULTER
Vice-President in Charge of Radio
McCann-Erickson, Inc.



Table 2

"Dollar-Hour" Costs for 10 Trips by Bus, R. R. Coach and Air Transport

Assuming that a salesman earning from \$40 to \$120 a week is traveling during business hours—what is the *real* cost of the trip? To the basic fare must be added the value to the company of the time consumed. Thus, if a man earning \$2 an hour takes a four-hour train trip costing \$5, the *real* cost is four hours at \$2 each, or \$8, plus the \$5 fare, or a total cost of \$13. . . . Would it be more economical to make the trip by bus or by plane? The table gives the answer for 10 trips under 515 miles. Cost of meals and tips is *not* included in this table. See text for detailed explanation.

		Mileage	*Fare, One Way	Elapsed Time	TOTAL COST, SALARY-HOURS ADDED				
					\$1.00 (\$40 wk.)	\$1.50 (\$60 wk.)	\$2.00 (\$80 wk.)	\$2.50 (\$100 wk.)	\$3.00 (\$120 wk.)
New York to Boston	Bus	217	\$3.74	7 hr. 55 min.	\$11.65	\$15.62	\$19.57	\$23.53	\$27.49
	R. R. Coach	229	5.82	5 hr.	10.82	13.32	15.82	18.32	20.82
	Air	184	9.60	1 hr. 5 min.	10.68	11.23	11.77	12.31	12.85
New York to Pittsburgh	Bus	384	8.34	10 hr. 53 min.	19.22	24.67	30.10	35.54	40.99
	R. R. Coach	440	11.13	8 hr. 45 min.	19.88	24.26	28.63	33.01	37.38
	Air	320	17.14	1 hr. 50 min.	18.97	19.89	20.81	21.72	22.64
New York to Washington, D. C.	Bus	242	4.20	8 hr. 40 min.	12.86	17.20	21.53	25.87	30.20
	R. R. Coach	227	5.69	3 hr. 55 min.	9.60	11.57	13.52	15.48	17.44
	Air	215	11.56	1 hr. 12 min.	12.78	13.36	13.96	14.56	15.16
Chicago to Kansas City	Bus	515	8.57	15 hr. 35 min.	24.15	31.95	39.74	47.53	55.32
	R. R. Coach	483	11.63	11 hr. 1 min.	22.65	28.16	33.68	39.17	44.68
	Air	405	21.56	2 hr. 30 min.	24.06	25.31	26.56	27.81	29.06
Chicago to Minneapolis	Bus	444	7.59	11 hr.	18.59	24.09	29.59	35.09	40.59
	R. R. Coach	437	10.32	6 hr. 45 min.	17.07	20.45	23.82	27.19	30.57
	Air	350	16.85	2 hr.	18.85	19.85	20.85	21.85	22.85
Chicago to Pittsburgh	Bus	477	8.40	14 hr. 5 min.	22.48	29.53	36.57	43.61	50.65
	R. R. Coach	468	11.89	9 hr.	20.89	25.39	29.89	34.39	38.89
	Air	420	21.39	2 hr. 25 min.	23.81	25.02	26.22	27.43	28.64
Chicago to St. Louis	Bus	291	5.18	8 hr. 20 min.	13.51	17.68	21.85	26.01	30.18
	R. R. Coach	284	7.53	5 hr. 20 min.	12.86	15.53	18.20	20.86	23.53
	Air	251	13.46	1 hr. 45 min.	15.21	16.09	16.96	17.83	18.71
Washington, D. C. to Pittsburgh	Bus	275	6.15	8 hr. 24 min.	14.55	18.75	22.95	27.15	31.35
	R. R. Coach	368	7.53	8 hr. 50 min.	16.36	20.78	25.20	29.61	34.03
	Air	186	9.95	1 hr. 2 min.	10.98	11.50	12.02	12.53	13.05
San Francisco to Los Angeles	Bus	409	7.19	11 hr.	18.19	23.69	29.19	34.69	40.19
	R. R. Coach	470	7.59	9 hr. 45 min.	17.34	22.22	27.09	31.96	36.84
	Air	350	17.42	2 hr. 5 min.	19.50	20.55	21.59	22.63	23.67
Kansas City to Oklahoma City	Bus	420	7.42	12 hr. 50 min.	20.25	26.67	33.09	39.50	45.92
	R. R. Coach	343	8.68	10 hr. 15 min.	18.93	24.06	29.18	34.30	39.43
	Air	334	18.52	2 hr. 33 min.	21.07	22.35	23.62	24.89	26.17

*Includes 15% federal tax.

To illustrate how to compute the *real* cost of transportation, SM makes the following comparison of the cost of travel between Chicago and St. Louis. The distance by bus is 291 miles, by rail 284 miles, and by air 251 miles. The cost—the "dollar-hour" cost as distinguished from the out-of-pocket cost of the fare—for a man earning \$2.50 an hour (\$100 a week) is as follows:

Chicago to St. Louis

	*Fare	Elapsed Time	\$2.50 Salary-Hour
Bus	\$5.18	8 hr. 20 min.	\$26.01
R. R. Coach	7.53	5 hr. 20 min.	20.86
Air	13.46	1 hr. 45 min.	17.83
Pullman	14.47	5 hr. 20 min.	29.80†

To judge by the actual cost of the fare, it is cheapest to travel by bus, but when \$2.50 an hour for the man's salary while in transit is added, it be-

†Includes \$2 for meals and tips.

comes cheapest to travel by air.

As we go up the income scale, air transportation becomes increasingly more economical, with the result that an executive whose time is worth \$5 an hour would find that the real cost of a trip from New York to San Francisco would be as follows:

New York to San Francisco

	*Fare	Elapsed Time	\$5 Salary-Hour
Pullman	\$146.20	81 hr. 5 min.	\$570.37
Air	136.05	18 hr. 15 min.	227.30

To the Pullman fare (based on lower berth on regular-fare trains from New York-Chicago-San Francisco) has been added \$18.75 for the estimated cost of meals and tips. Airlines serve complimentary meals and forbid tipping so that no extras have been added to the air fare. It's straight-through traveling time for both Pullman and air for ordinarily a passenger would not attempt the trip solely in business hours. The recently inaugurated through New York-San Francisco service is available in sections, compartments and drawing rooms. Via Pennsylvania-Union Pacific, the trip requires 84 hours and 35 minutes.

In every comparison in Table I, it is cheaper for the traveler earning \$1.50 an hour (\$60 a week) to travel by air than by Pullman.

However, in Table II, it is slightly more economical to travel by railroad coach than by air, though the difference usually is less than a dollar.

Both air and rail schedules are presently in a state of flux. Airlines are adding almost daily new four-engine ships which materially reduce flying time, especially between distant points. Some of these, like the Constellations, bring premiums on basic fares. Others, are run at regular fares, though usually requiring somewhat longer flying time. Railroads, which were forced to run at somewhat slower schedules throughout the war, are putting trains back to prewar times, and as new equipment is put into service, running time will be reduced.

To what extent is the dollar-hour cost of travel affected by the speed and cost of extra-fare trains and airplanes? Here's the comparison between:

New York to Los Angeles

	*Fare	Elapsed Time	\$5 Salary-Hour
Pullman (Broadway Limited-The Chief, bedroom)	\$179.42‡	66 hr. 49 min.	\$527.00
Air (Constellation)	164.80	11 hr.	219.80

‡Includes \$13.50 for meals and tips.

SALES MANAGEMENT

*Includes 15% federal tax.

Take a tip from



C. O. Goff, (left) Assistant Sales Manager of Wallace Barnes Company — Division of Associated Spring Corporation, explaining fine points of a precision mechanical spring to R. Hulbert, Director of Purchasing of New Britain Machine Company, New Britain, Conn.

"The P. A. Puts Quality and Performance First!"

"Quality and performance are uppermost in the P.A.'s mind," says C. O. Goff, Asst. Sales Manager of the Wallace Barnes Co. "Price is important only after I establish the suitability of my products—so it naturally follows that I keep him informed."

Experienced sales executives like Mr. Goff know that sales depend on keeping the P.A. fully informed on the quality and application of their products. And they also

know there's no better way of keeping him informed than by advertising in **PURCHASING**—the purchasing agent's own magazine. It saves a lot of valuable time when salesmen call at his office.

For complete facts regarding this productive, economical magazine, write **PURCHASING**, 205 East 42nd Street, New York 17, N. Y. Offices in Chicago, Cleveland, and Los Angeles.

PURCHASING



**A CONOVER-MAST
PUBLICATION**



DESIGNING TO SELL

(Captions read counter-clockwise)



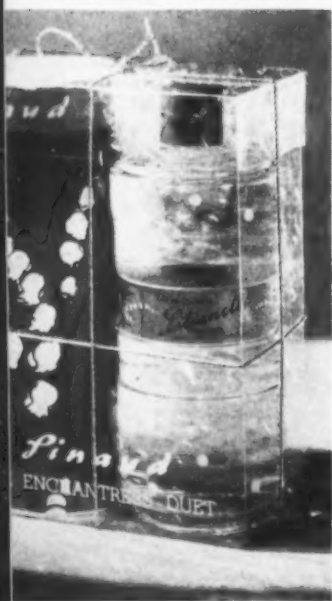
PROVIDES A BRILLIANT PICTURE 18 INCHES WIDE: The Westminster model, one of the Telesets developed by Allen B. Du Mont Laboratories, Inc., includes all bands of frequency modulated radio, standard broadcast radio, and short wave radio. It has the additional feature of a high fidelity phonograph with automatic changer handling 10-inch and 12-inch records and ample record album space.

NEW KITCHEN ACCESSORY: A cooking timer, a product of Ekco Products Co., has a stainless steel base and stand and an indicator hand of metal trimmed plastic. It is wound as the timer is set by twisting the indicator hand for whatever time is required. Packaged in an attractive miniature container.

SUMMER TOILETRIES: "Enchantress Duet" is the label on the special combination package of Lilianelle Cologne and Talc now being introduced by Pinaud, Inc. These two warm-weather items look invitingly crisp and cool in a transparent acetate container. They have a French lily of the valley fragrance.

HAS 10-KARAT GOLD CORNERS: Business and dress wear wallet from the line of the Loyal Billfold Division, U. S. Luggage Products Co., is fashioned of genuine morocco. Other features are the leather lined bill compartment and removable calling card case. Same model may be had in saddle cowhide leather.

MODERNIZED JELL-O PACKAGES: Most obvious change is the switch from a horizontal to a vertical design. Color identification for the three flavors of Jell-O Puddings has been brightened but the famous Jell-O trademark has been retained for all three. Designs were created by Frank Qianninoto & Associates.



Oregon Trail

Lewis and Clark blazed the way, back in 1805. Miners, fishermen, and lumbermen were followed by city-builders and industry-builders. No wonder the region grew more populated, more prosperous with each passing year!

And no wonder today's "Oregon Trail" finds advertisers and agencies seeking the expanding market covered by KEX in Portland. Here, in the heart of the Pacific Northwest, live more than 600,000 people.. eager for merchandise, and able to pay for it.

If you're looking for a Northwest Passage to increased sales on the Coast.. KEX is the ticket. By giving its programs a true Northwest slant, by following the Westinghouse policy of constant devotion to the public interest, KEX has gained, throughout its territory, an abiding goodwill.. good-will reflected in many a sponsor's rising sales-curve.

Interested in availabilities? The man from Paul H. Raymer Company will be glad to point them out.

Oregon's American Network Station

KEX

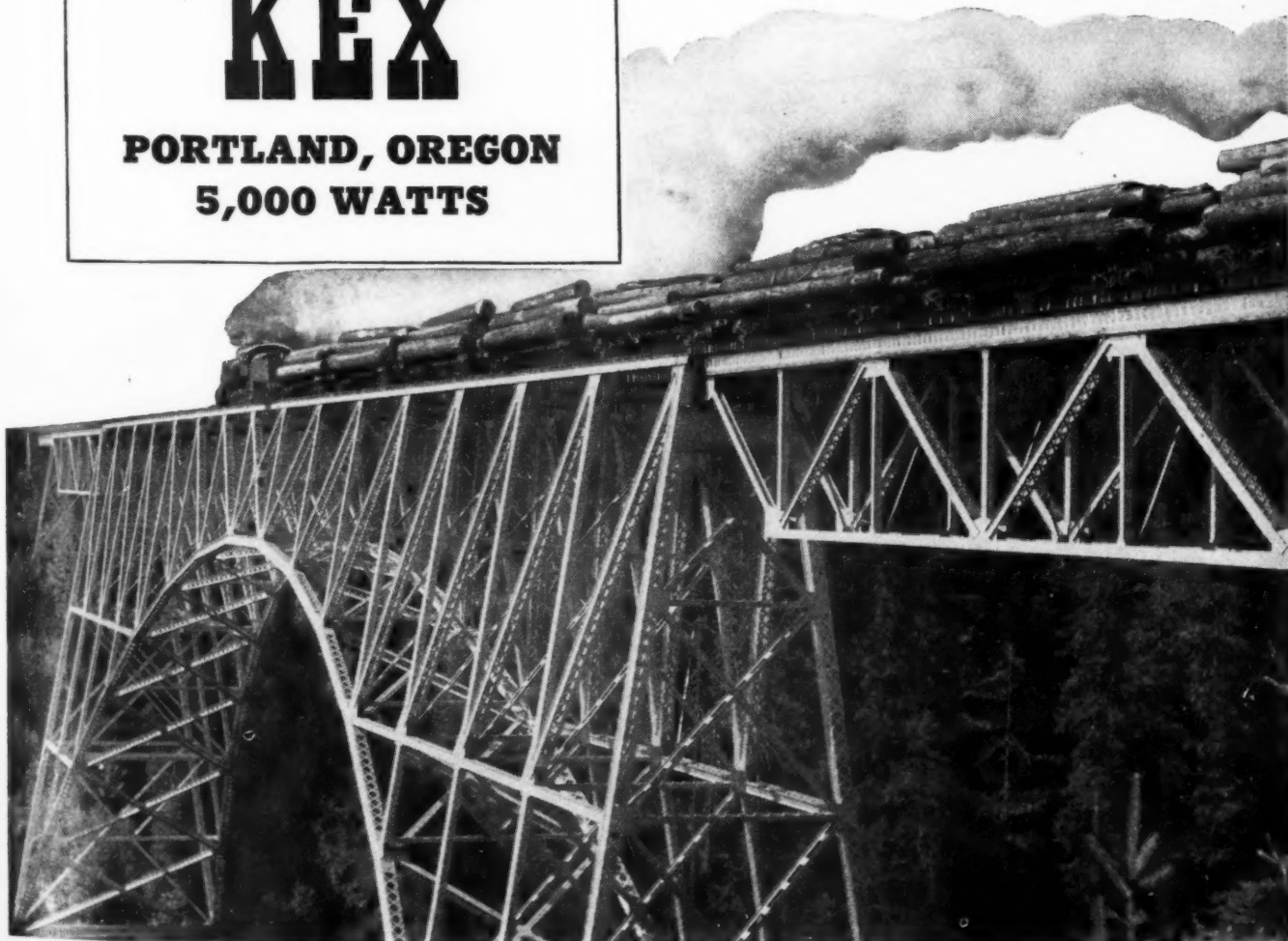
PORTLAND, OREGON
5,000 WATTS

WESTINGHOUSE RADIO STATIONS Inc

KYW • KDKA • WBZ • WBZA • WOWO • KEX

Represented nationally by NBC Spot Sales—except KEX

KEX represented nationally by Paul H. Raymer Co.



Mengel Promotes Own Brand to Cut Risks of Private Label Business

There's a big hazard in concentration of the bulk of a firm's business among a few large customers. So Mengel Co. now introduces their line of "Permanized" furniture to consumers through selected outlets. They'll be spending half a million in advertising in 1946.

THIS is the story of management foresight by a big manufacturing company, tired of having its destiny tied to that of comparatively few large customers.

It has created a national brand for a major part of its output. It has set up an extensive system of "selected" dealerships. It hopes, through the years, to sell millions of consumers instead of only hundreds of processors, fabricators, and middlemen. It is setting out to safeguard and control its own future by going to the people.

Young Again

Management and sales brains are making the 69-year-old, 17-plant Mengel Co. of Louisville, Ky., young again. And this is the third time management policy changes have done much the same thing for Mengel—old-line producer of wood products. When the wooden box business declined, it went into automobile body wood parts. When steel began to take that market, it turned to the

manufacture of contract furniture.

Now, for the first time, it is committing itself heavily to well-styled, medium-price home furniture of its own new brand name . . . "Mengel Permanized" . . . a name it wants to make a household word in a furniture-hungry Nation that knows practically no furniture brand names. It counts on good production ideas, a 1946 advertising and promotion budget of about \$500,000—whopping for the furniture industry—and its selective dealer system of selling to do the job.

Of course Mengel continues to produce its huge volume of other products as well: plywood, wood parts, containers of many sorts, and private brand furniture of various kinds. But, having spent nearly \$1,500,000 for new furniture-making equipment—including a 2½-miles-long conveyorized assembly and finishing system capable of carrying 10 carloads of furniture through the plant at one time and of delivering 50 three-piece bedroom suites per hour at the loading docks—it expects to devote about 75% of this



MENGEL LEADER: President Alvin A. Voit wanted the company to control its own destiny. So he changed company policy.

capacity to its branded merchandise.

This furniture volume represents most of the output from two plants and part of the production from five more of the 17 Mengel operations in seven states which include a logging operation in this country. In Africa, the main source of Mengel mahogany, the company also has some property.

Speaking to an SM editor about the new Mengel policy, President Alvin A. Voit said: "Once Mengel was controlled by American Tobacco Co., to make wooden boxes mainly for that company. Then, when we were making motor car body parts we had to depend largely on the automobile business. In more recent years our furniture division dealt extensively with only a few big customers. All that time Mengel's success was largely dependent upon the ups and downs of some other company or some other industry. But now, with our own branded furniture, we are getting into a position where we can control our own future."

It expects to be more and more the captain of its own destiny, by skill in production and by good selling meth-

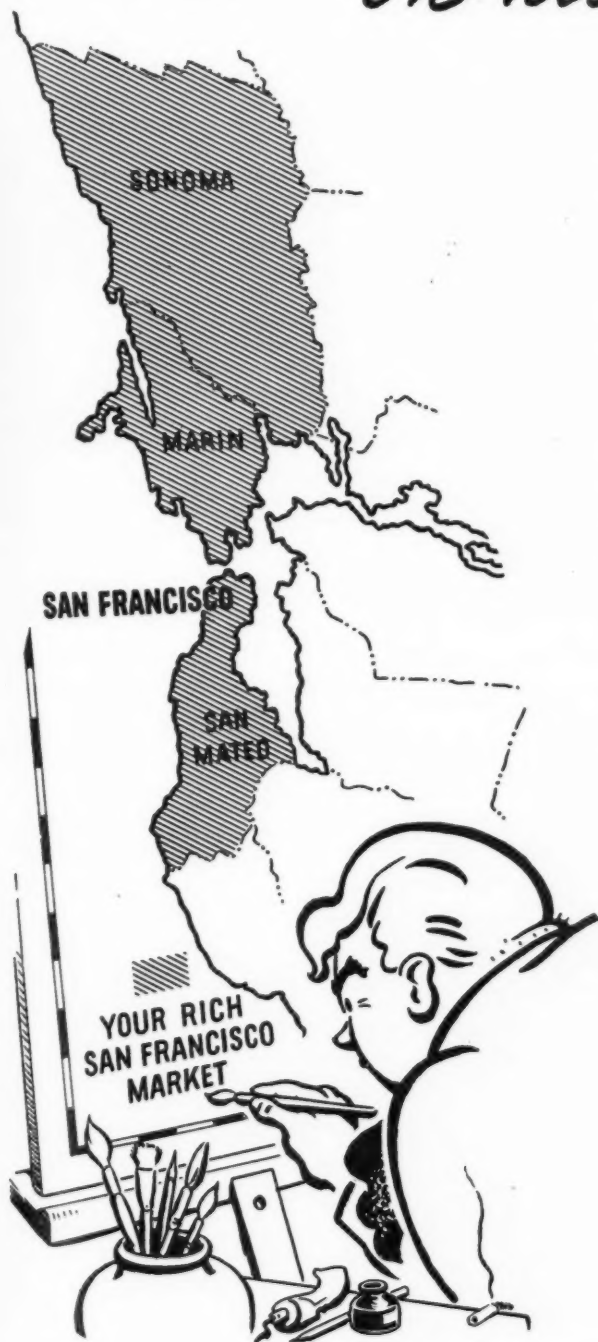
*See page 84.



HOW TO SELECT A MENGEL ACCOUNT: These company "wheel horses" go over the selective dealer plan for distributing "Permanized" furniture. They are—left to right—N. S. Irwin, advertising manager; J. W. McNew, southern sales manager; S. H. Baldwin, North Central sales manager; L. K. Hagaman, assistant director of sales.

The Art Director . . .

on his chin... cement!



● "Make it sexy . . . sort of; but keep it dignified . . . kind of. And remember, the account wants the signature to stand out." With these typical instructions, the always hurried, ever-harried Art Director is expected to deliver an aesthetically pleasing, commercially sound layout by 3 p.m. today—or yesterday!

Miracle man of every agency and ad department, the Art Director has these additional *musts* on the day's agenda: Conference with the copy chief. A dozen roughs for next year's campaign. Conference with Production. Dream up an artistic but "funny" birth announcement for the Account Executive. Conference with printer. Hand-painted presentation to land that new account *or else*. Interview art peddlers. And last but not least: Hand letter a sign for the ladies' powder room!

No wonder the A.D. chews his conté crayons, misplaces his favorite sable brush, and forgets his wife's birthday. He has tempera No. 4 on his vest, rubber cement on his chin, copy writers in his hair, and gremlins on his drawing board.

And still he has time to sketch the boundaries of your important San Francisco market in the heart of the *new* West. His outline embraces the four west bay counties (San Francisco, San Mateo, Marin and Sonoma). Geography, retail buying habits, and newspaper reading habits all combine to spotlight this prosperous, thickly populated territory as a natural trading area and a natural area of influence for a San Francisco newspaper.

Thanks, Mister Art Director, for *drawing* this moral: The newspaper that gives you concentrated coverage in this concentrated market is The San Francisco Call-Bulletin. More daily circulation in the city of San Francisco than any other newspaper! More daily circulation in this 4-county trading area than any other newspaper!

The Call-Bulletin
San Francisco's FRIENDLY Newspaper

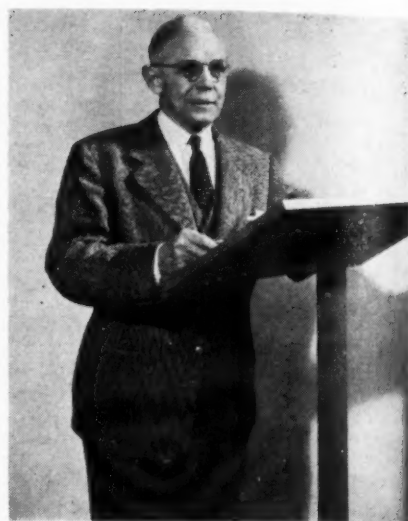
REPRESENTED NATIONALLY BY PAUL BLOCK AND ASSOCIATES

ods, and by promoting its own name to the people of America.

"Our goal," said Vice-President Warren T. Green, head of the furniture division, "is 10 million dollars worth of fine furniture a year from our two plants here in Louisville. Mengel means business!" The company has launched this ambitious program in a year when the trade says furniture is not produced fast enough to meet the demand. The industry as a whole prophesies for 1946 a 20% production increase over 1941. Some estimates put the probable national

total for the year at \$850,000,000 worth of furniture—at factory price levels.

E. H. Courtenay, director of sales for the furniture division, credits President Voit with the new word "Permanized." It seemed to summarize best all the qualities of workmanship, materials and special gluing that combine to make Mengel's new lines of furniture "lifetime" merchandise. "Permanizing," says the company, "is our exclusive process that keeps joints and veneers from coming apart . . . that keeps Mengel branded furniture



A MENGEL CAPTAIN: With the company's destiny back in its own hands, vice-president Warren T. Green helps guide the furniture division on its new course.



Swift & Co. Picked Worcester As a Test Market To Introduce Meats For Babies and Juniors . . .

Worcester, the big, compact, responsive Central New England market, with an average family buying income of \$4594, was the first city in the East—one of the test markets of the nation—picked for public introduction of Swift's Meat for Babies and Juniors. As a test market, Worcester has a city population of 200,000, and 300,000 more within its trading area—or half a million proven customers ready and able to buy.

Since the first announcement in the Telegram-Gazette, there has been a brisk and steady call for Swift's Meat for Babies and Juniors. With a daily circulation in excess of 135,000 and a Sunday circulation in excess of 95,000, you, too, will find the Telegram-Gazette the ideal sales builder in this great Central New England Market.

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher—

PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG

sound and lovely regardless of climate, damp or dry, hot or cold." Marschalk & Pratt, the company's advertising agency, seized upon the word, and "Mengel Permanized Furniture" became the brand name.

To prove that "Permanizing" means what it says, the company's laboratories built a dunking machine. This contraption alternately dunks into a glass tank of water first a piece of Mengel furniture and then a similar piece of "ordinary" construction. The latter falls apart after a few hundred 3-minute wettings and 3-minute dryings. But a "Permanized" piece that's still on the dunker at Louisville has already passed the 8,000 mark—apparently sound as ever. Nobody at Mengel objects when plant visitors want to see it. Duplicates of the machine may be used in furniture store displays.

Has Merchandising Plan

The merchandising plan for this new furniture was worked out last year. This year, with production getting into stride, it has been put into effect. Mengel wants its "Permanized" branded line to be sold by responsible furniture and department stores who will handle it the Mengel way: Feature it as "Mengel Permanized Furniture;" advertise and sell it at not less than suggested minimum prices, using Mengel copy ideas and Mengel selling points; keep the brand in plain sight; make a major line of it.

Starting with approximately 100 best-market cities, the company is putting its output into only two or three stores in each city to cover the country

SALES MANAGEMENT

EVEN ON THE SURFACE ...



"Assorter girl" inspecting and classifying tin-coated steel plates ready to be packed and shipped to can manufacturers.

STEEL



GIVES PRODUCTS GREATER SALES APPEAL!

• A perfect billboard to help sell your *products* is the flawless surface of the *steel* plate for trouble-free cans.

Your label, lithographed right on the smooth, shiny steel, puts across your sales message with extra punch. And non-absorbent steel permanently retains this colorful lithographed labeling that constantly keeps your

brand name before consumers to stimulate repeat sales.

When it comes to point-of-sale display, our nation-wide surveys show that *retailers vote 4-to-1 for most products packed in sturdy, attractive cans*. Shatterproof cans stack safely in sales-building shelf, counter and aisle displays ... can be exhibited effectively in windows without danger of quality loss from the harmful effects of light.

You'll get on-the-surface consumer sales appeal and superior product protection by packing your products in colorfully lithographed *steel*—the packaging that pleases as it protects.

Major Reasons for Packing Products in Cans

1. Cans won't break, split, crush or tear.
2. Lower filling, shipping and handling costs.
3. Can be colorfully lithographed for effective display and quick brand identification.
4. Protect products against the harmful effects of light, air and moisture.
5. **Nationally Advertised** — acquainting America's shoppers with the many advantages of buying merchandise in cans are more than 26,000,000 full-page, full-color ads this month in the nation's leading magazines and Sunday color supplements.

CAN MANUFACTURERS INSTITUTE, INC., NEW YORK

NO OTHER CONTAINER PROTECTS LIKE THE CAN



An instant visual check on sales by quotas, dealers, branches, items, territories, salesmen, etc.

Actual size 87" x 31"

Here it is!

**Sales
Produc-Trol**
the sales analyzer that gives up-
to-the-minute facts at a glance

• A GLANCE AT A VERTICAL LINE GIVES YOU THE ANSWER •

JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC



Item	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Bedroom	100	120	150	180	200	220	250	280	300	320	350	380
Living Room	80	90	100	110	120	130	140	150	160	170	180	190
Dining Room	60	70	80	90	100	110	120	130	140	150	160	170
Bath	40	50	60	70	80	90	100	110	120	130	140	150
Kitchen	30	40	50	60	70	80	90	100	110	120	130	140
Hall	20	30	40	50	60	70	80	90	100	110	120	130
Bedroom	100	120	150	180	200	220	250	280	300	320	350	380
Living Room	80	90	100	110	120	130	140	150	160	170	180	190
Dining Room	60	70	80	90	100	110	120	130	140	150	160	170
Bath	40	50	60	70	80	90	100	110	120	130	140	150
Kitchen	30	40	50	60	70	80	90	100	110	120	130	140
Hall	20	30	40	50	60	70	80	90	100	110	120	130

WASSELL ORGANIZATION
WESTPORT, CONNECTICUT • DEPT. 5M

**Sales
Produc-Trol**
PICTURES FACTS FOR ACTION

Regardless of the products you sell or the volume of business you do, this new visual chart gives an instant picture of all sales information by type, unit, volume, territory and men—with a quick graphic comparison of all operations singly and combined. Today hundreds of sales executives depend upon this efficient, easily workable method for balanced sales production, sales control and as a builder of personal incentive. *Sales Produc-Trol comes in 25, 50, and 100 item sizes.*



ANOTHER MENGEL CAPTAIN: Sales Director E. H. Courtenay is another guiding hand in directing the new Mengel policy.

this year. No exclusive dealerships are offered. Neither will the company tie up any one furniture pattern to a single store. It wants every dealer to handle a balanced line. At present the line consists of a few Colonial, 18th Century, and Modern bedroom suites in maple, mahogany, and oak. The minimum retail prices suggested by Mengel range from \$119 to \$299 for three pieces. Dealers agree not to undercut.

Selects Dealers Carefully

The selection of dealers is a careful process. The five Mengel zone managers and their 15 salesmen turn in exhaustive reports and recommendations on each dealer, covering such points as these: Who is the store head, the house furnishings merchandise manager, the advertising manager, the furniture department manager, the bedroom furniture manager? How many salesmen? What buying group or chain—if any—does the store belong to? What is the grade of the store? Does it sell high-grade, medium-grade or "borax" furniture? How good is its location? What about the appearance of the store, arrangement and display? What is its total volume; its furniture and bedding volume; its bedroom furniture volume; its largest annual purchases from any bedroom supplier?

What is the store's prestige; its credit rating; its degree of willingness to cooperate with Mengel: Is its philosophy of merchandising the same as Mengel's? Is it likely to try to use the Mengel line merely as a fill-in? Will it probably sell an acceptable quota of "Permanized" furniture? All this and other pertinent data the Mengel man

includes in his reports.

From such surveys the company has now built up a long list of outlets including Abraham & Straus, J. N. Adam, L. S. Ayres, Bamberger, Bul-lard, Burdine's, Kaufmann, F. & R. Lazarus, Lit Bros., and Strawbridge & Clothier. The expectation is that dealers in the "first 100 cities" will move the entire output for this year. How-ever, dealer expansion is planned for the future.

Advertises Nationally

National advertising in full-color appears in *Saturday Evening Post*, *Bet-ter Homes and Gardens*, *The Amer-ican Home*, *House Beautiful*, and *The Ladies' Home Journal* on a staggered schedule which started in May and runs through December. Trade ad-vertising is running in *Retailing*, *House Furnishing Review* and *National Furniture Review*. The com-pany makes several advertising helps available to dealers. Stuart Irwin is ad-vertising manager. H. E. Logsdon handles company publicity.

Before any dealer is signed, the company tries always to have chief men of the store and its furniture de-partment visit the plants in Louisville.

There they can see for themselves the quality of Mengel production and the extensive manufacturing and research facilities. Also they are expected to absorb something of the Mengel thinking about furniture.

Salesmen Are Trained

Mengel salesmen—all of whom have trained in the factory for five or six weeks—have had a two-weeks mer-chandising session as well under L. K. Hagaman, assistant director of sales. They have learned the organization of the company and its furniture divi-sion. They have analyzed their own jobs, balancing their merchandising and indirect duties against their non-selling work. They have soaked up a lot of product knowledge. They have studied their markets. All of this, of course, took place before they went out to close dealerships.

Now they are adding more dealers but the bulk of their work is training store salesmen and performing all sorts of missionary tasks involved in the in-troduction of a new line and a new policy. They are the "Mengel Men." They are out to prove that "Mengel means business" as the company takes new control over its own future.

Mr. Sales Manager—
HOW WOULD YOU LIKE...



**AN EXTRA HEAD
ON YOUR SHOULDERS??**

Practical, confidential help (in person or by mail) on all mar-keting and manpower prob-lems. Moderate retainer fee. Write or telephone

HARRY SIMMONS
Sales Consultant
Hotel Beacon, 2130 Broadway
New York 23, N. Y.
(Tel. TRafalgar 7-2500)

PARDON US
**Some New Customers
Are Waiting For You**
*if your business is something
to eat or drink*

... or something to wear, or just about anything. Here's a market that really responds to the "invita-tion to buy." For the Negro looks to his race press with con-fidence and loyalty. Your adver-tising in these papers can win the response and regular patron-age of this 7 billion dollar mar-ket. Get the facts on some of the success stories built by advertis-ing in this live field. Drop a let-ter or post card today to

Interstate United Newspapers, Inc.
545 FIFTH AVENUE, NEW YORK

Management Men
in the Central West
Prefer
Chicago Journal of Commerce



IS FOR FAMILIES

... and families buy merchandise, especially if they live in the Knoxville Area. Month in and month out Knox-ville has been a Sales Management High Spot City! You can reach these families who buy through ...

WROL
KNOXVILLE

NBC FOR EAST TENNESSEE • JOHN BLAIR & CO., REPRESENTATIVES

JUNE 1, 1946

*To make them
come and
fill her up*



Gasoline and Oil Advertisers placed 57.2% of their 1945 lineage in the Buffalo Courier-Express.

Figuring daily lineage alone, 52.8% appears in this favorite Buffalo newspaper. All of which is one more bit of evidence that whether you sell to men, or women, or both...

... You Need the

**Buffalo
Courier-Express**

BUFFALO'S ONLY
MORNING & SUNDAY NEWSPAPER

P i-Sec. 2

(LOCAL NEWS)

*The
Heart of the Paper*

The entire front page of The Times Herald's local news section is made up of city items exclusively... news that is close to the hearts of the readers... news that complements rather than supplements National and Foreign news. Prominence and dominance of local news has made The Times Herald the accepted "home town newspaper."

**THE DALLAS
TIMES
HERALD**

DALLAS' GREATEST NEWSPAPER

Represented by
THE BRANHAM COMPANY



Service for Giant Trucks

TRUCKS are among the special aspects of California life: gigantic Diesel and gasoline trucks which eat up the smooth roads at night when the traffic is light. Driving these demons is tough, exhausting work, especially through the desert heat, and the trucks get a stiff workout, too.

Tide Water Associated Oil Co., San Francisco, has seen the need for special service for these giants and their drivers. And soon both will be ministered to with giant Tide Water Associated service stations located at Sacramento and Redding, strategic points in the California route.

The stations will contain hot-and-cold showers, an air-conditioned lounge room, and will be maintained in the accustomed Tide Water manner, familiar to millions of grateful passenger car drivers. For the trucks, there will be over two paved acres of parking ground, a covered service section big enough to house two mammoth over-the-road trucks and trailers, complete lubrication facilities, and equipment for truck tire service and light repair work. Drivers will also be able to pamper their trucks with new parts and a full line of truck supplies, all available in a sales and display room on the premises.

Special service innovations at the Sacramento station are a 60-foot truck scales with a weight capacity of 50 tons; three 12,000-gallon gasoline storage tanks which will store enough fuel for on-the-spot speedy service. The Redding station will have four 17,000 gallon vertical service fuel tanks. Both station plans call for nine high-capacity fueling pumps so arranged that the vehicle may be fueled on both sides simultaneously with the total sales recorded on a single meter unit. This will speed the fueling operation, a great advantage to the drivers who must make time, and will incidentally, increase the capacity of the station. AroTane, Flying A, Associated Motor Diesel Fuel, and Butane will be the featured fuels.

Where conventional service stations only spur the driver to drive on, these Tide Water facilities should attract the men and provide a handy stop-over and resting place along the way.

In addition to creating sales in a lucrative market, this aspect of Tide Water Associated's station construction and modernization program should speak to the truck men in their own jargon and do more to create good relations with an important public than could reams of advertising.

PAGES FROM A BUYER'S DAYBOOK ...

11:15 —

Date Ad. Mgr. —
Re Special Promotion
— Take along H&K's
DSE ad — good points
there — gotta push
Vandersmarts' line —
How??



A Buyer has to Sell

Buying is only *half* of a buyer's job — often the smaller half. The other part is *selling* at a profit. Contacts with the store's own advertising and display managers, training director, merchandise manager and president are quite as important as market contacts . . . for no buyer can maintain the volume of his own department without the full co-operation of all the members of the Department Store merchandising team.

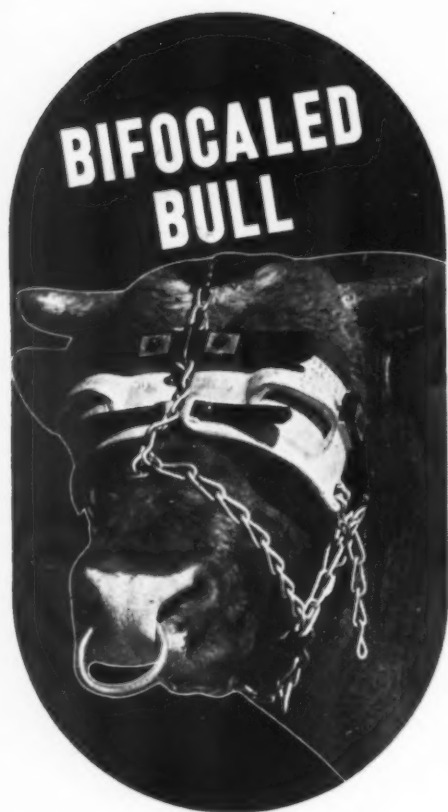
If your line, Mr. Manufacturer, is the line he wonders *how* to promote, if he must bat his brains out trying to sell it to the other members of his team . . . then it's a line he'll have trouble getting in, keeping in, and producing volume on. So don't do a halfway sales job . . . by concen-

trating *only* on the buyer. Back him up by selling your prestige and the advantages of your line to the entire Department Store team.

An effective and economical way to do this is through advertising in the Department Store Economist . . . for this publication is edited to bring busy executives essential information about *all* the problems of Department Store management. The entire *team* reads and is influenced by it . . . in *your* favor if your message is in its pages.



100 EAST 42d STREET, NEW YORK 17, N. Y. 56th and Chestnut Streets, PHILADELPHIA 39, PA.; 29 East Madison Street, CHICAGO 2, ILL.; 1836 Euclid Avenue, CLEVELAND 15, OHIO; 10 High Street, BOSTON 10, MASS.; WEST COAST: Simpson Reilly, Ltd., Garfield Building, LOS ANGELES 14, CAL.; Simpson Reilly, Ltd., Russ Building, SAN FRANCISCO 4, CAL.



In the little town of Platteville, Wis., a farm inventor has tamed more bulls than all the matadors in history.

One night after two of his friends had been killed, both by bulls, Henry Masbruch had a dream. Out of that troubled night's sleep came the idea for a blindfold bull halter—a smoothly molded metal hood with "bifocals" that permit the bull to see downward to graze but cut off his forward vision when he lowers his head to charge.

Far more humane than a staff or chain attached to the nose ring, Masbruch's halter makes any bull safe—has saved hundreds of farmer's lives.

After advertising it in dozens of farm papers throughout the country, Russell Manufacturing Co. reports that *The Nation's Agriculture* always ranks at or near the top in response from readers—has produced more cash sales.

There must be a reason.
Investigate—

The Nation's
AGRICULTURE

OFFICIAL PUBLICATION FOR
973,537

FARM FAMILIES OF THE

★ **AMERICAN FARM BUREAU
FEDERATION**

58 E. WASHINGTON ST., CHICAGO, ILL.

Shop Talk

Gapping Seams & Color Streaks: Any day now many a sales manager is going to have to do a ticklish inter-organization job. He's going to have to call the factory manager on the carpet. The reason: While the largely-converted or wholly-converted industries have been educated to the use of new production niceties, and are, therefore, prepared to make peace-time products which are mechanically far superior to pre-war wares, other firms—the majority of them in the soft goods field—have slipped so far production-wise that a great conglomeration of poorly made and sloppily inspected goods has been dumped on the market.

The goods-starved public has taken these products because their need was critical. But now you can expect lusty howls from consumers in steadily increasing volume, and accusing fingers pointed at dirty records in retail establishments on returns and complaints. Smart was the company, in our estimation, that elected not to put its brand name on sub-standard products during the materials shortage. For a brand name implies standards.

Let's not fool ourselves that because the public is still ravenously hungry for merchandise, the dissatisfaction resulting from sub-standard goods won't kick us back in the teeth in the form of ill will. If yours is a company where labor shortage, unskilled workers, and inferior materials have undermined the quality of your goods, you'd better do something about it, and mighty fast.

I broke out in goose pimples when I began to discover how many companies never seem to have heard of product liability insurance. That seemed to call for some action. SM sought out an expert on the subject, J. Harry Bibby of the United States Fidelity and Guaranty Co. of Baltimore, and asked him to condense the essentials into an article for this issue. You'll find it on page 93.

Plaques & Silver Cups Dept.: Over some scrambled eggs and Canadian bacon at Toots Shor's one day last week, Messrs. Todd and McKenzie of Ortho Pharmaceutical Corp. told me about the company's new plant that is under construction out in Somerville, New Jersey. With a keen eye for a public relations opportunity, Ortho designed and mailed to all the country folks round about the new plant site, a booklet called "We Will Be Your Neighbors," as pleasant a gesture as we've encountered in months.

The take-off in the booklet goes like this: "Who are we? We are the Ortho Pharmaceutical Corporation, presently located in Linden, New Jersey. We are building a new plant on Highway 29, approximately one and one-half miles from the Somerville traffic circle, in Bridgewater Township. . . .

"It is our sincere wish that all of you will like us well enough to become good friends—and that some of you will want to become members of our Ortho family and its future. Like all newcomers into a community, we are quite anxious to make a good impression—so, may we say 'Hello' and tell you about Ortho in the pages following? . . ."

There follows a statement of the character of the firm's business, an architect's sketch of the new factory, and a description of it, ("Our new plant will be operated, we hope, so that there will be no objectionable features. We are most anxious to conduct ourselves in a manner that is satisfactory to those who live with us and near us. Our manufacturing facilities are so designed that there will be no smoke, dirt, dust, or objectionable odors") . . . and a brief summary of company management policies. The booklet ends with an invitation to visit the plant when it is completed and a "Thank you" for "allowing us to introduce ourselves to you."

SALES MANAGEMENT

There is grass roots public relations which merits one of our solid silver non-existent private awards for excellence. If you'd like a copy, H. C. McKenzie, vice-president in charge of sales for Ortho, could, I think, be persuaded to send you one. Address: Linden, N. J.

Exhibit No. 2: Another public relations gesture that I'd tag as newsworthy: As a reminder to United Nations delegates of the hospitality they enjoyed in San Francisco last year, the people of the City, through the Chamber of Commerce, have sent to the various chiefs of the U. N. delegations in New York, gift boxes of assorted California wines. The message: "The people of San Francisco send you good wishes on this first anniversary of the Conference of United Nations. It is our earnest hope that friendly understanding and lasting universal peace will reward the efforts of those who are serving so well the interests of all people of the world."

California Novelty Wooden Box Co. made the specially designed gift boxes, and the packages were flown from California to New York by Continental Sky Van, Inc. San Francisco just won't give up the hope of some day becoming the permanent home of the U. N. However that may be, I'll wager the wine-gift-box idea originated with the very alert promotion brains within Wine Institute of America.

We've just received some new Sales Management loose leaf binders. Each is big enough to hold 13 issues—half a year. All of the members of the staff use them to keep current issues on their desks for quick reference. They're very sturdy. And we ordered two hundred extras in case some of our subscribers would like to have them. They're available through Readers' Service Bureau at \$2.50 each.

Family Album: If your secretary brings in a card, some fine day, which says "E. W. Davidson, Director of Customer Relations, SALES MANAGEMENT," look for a big guy who smiles like a Kansan and walks like a bear. He has behind him a mixture of selling and writing experience which qualifies him ideally for his present job. (Nuts to the title, says ED, "It only results in my getting letters in which subscribers want to beef about something.")

After graduation from Kansas, Dave held down two posts in the newspaper field, including a city editorship, then moved over to General Electric where he later became Chief of the Copy Section of the GE Advertising Department. Did a stint as managing editor of McGraw-Hill's *Coal Age*, promotion work for American Leather Producers, an agency assignment at Lord & Thomas.

Then he elected salesmanship—GE refrigerators, on which he had sold himself by writing about them so much. He began to punch doorbells in Westchester County, New York. Says he violated "every known sales maxim"—but ended up at Number 3 man in a crew of 39. His next berth was at Associated Business Papers, where SALES MANAGEMENT found him in 1934.

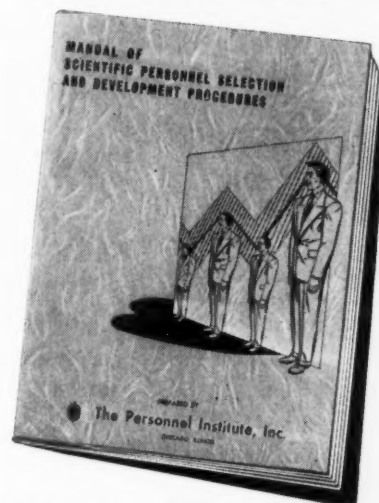
Shortly after hell broke loose at Pearl Harbor, Dave joined up with the Services, along with his two sons. Says he ruined his eyes on the home front by serving as War Department Press Censor in the Review branch of the War Department Bureau of Public Relations. Then with some shining lieutenant-colonel's silver oak leaves on his shoulders, he was sent to the Pacific as Chief of Public Relations in General Buckner's Tenth Army at Okinawa.

Now he's back at SALES MANAGEMENT as an ambassador-at-large, spends much of his time in the field. He edits the new department called "Forefront Opinion." (See page 84). He can grow lyrical at the drop of a hat about the short-grass country, loves oysters, and never says a plain "No," when he thinks he needs "Hell, no!"

I'm off to Chicago tomorrow, to attend the meeting of the National Federation of Sales Executives. Unfortunately the meeting breaks off our June 1 deadline, so it will be June 15 before we can give you a report of the doings.

A. R. HAHN
Managing Editor.

1136 FIRMS HAVE PURCHASED THIS HIRING MANUAL



WHAT IT CONTAINS—

THE PERSONNEL INSTITUTE HIRING MANUAL contains a clear and concise presentation of the NINE BASIC STEPS IN THE PERSONNEL INSTITUTE SCIENTIFIC PERSONNEL SELECTION PROGRAM.

1. **JOB DESCRIPTION**—To clarify the job to be filled.
2. **MAN SPECIFICATIONS**—To suit the man to the job.
3. **COMPREHENSIVE RECRUITING**—To give you a choice.
4. **PRELIMINARY INTERVIEW**—The scientific substitute for "First Impressions."
5. **PERSONAL HISTORY INVENTORY**—To help you obtain complete pertinent information on the background of your man.
6. **DIAGNOSTIC INTERVIEWER'S GUIDE**—A pattern which helps you "DIG" out pertinent facts.
7. **WORK REFERENCE INVESTIGATION**—To benefit from the experience of others.
8. **APTITUDE AND ABILITY TESTING**—To look at the "inner man."
9. **MERIT RATING, EMPLOYEE COUNSELING AND DEVELOPMENT**—To help you improve your present sales force.

WHO PREPARED IT—

THE PERSONNEL INSTITUTE HIRING MANUAL was prepared by Experts. Here are a few of the men who contributed their efforts.

Morris I. Pickus: B.C.S., President, is an authority on business and sales management.

Dr. Samuel N. Stevens: M.A., Ph.D., President of Grinnell College.

Dr. Joseph Triffin: B.S., M.A., Ph.D., a national authority on mechanical aptitude.

Dr. J. H. Hazelhurst: B.S., M.B.A., Ph.D., Member of the American Psychological Association.

Dr. George H. Mount: A.B., M.A., Ph.D., Member of the American Psychological Association.

These experts have taken the guesswork out of hiring and have put it on a scientific basis.

WHY IT IS AN OUTSTANDING ACHIEVEMENT—

THE PERSONNEL INSTITUTE HIRING MANUAL presents a psychologically sound hiring procedure. The HIRING MANUAL gives you an exact blueprint to follow—a scientific formula for solving the human equation. It enables you to determine the capabilities of the applicant under consideration before he is hired—resulting in a majority of right choices. It provides you with the tools—and tells you how to use them!



The Personnel Institute, Inc.

105 ANGLIS CHICAGO MONTREAL NEW YORK
412 W. 4th St. 116 S. Dearborn St. 340 St. James St. 234 W. 55th St.

SPECIAL INTRODUCTORY OFFER \$5.00

THE PERSONNEL INSTITUTE, INC.
110 SOUTH DEARBORN STREET
CHICAGO 3, ILLINOIS

I enclose \$5.00. Please send me one (1) PERSONNEL INSTITUTE HIRING MANUAL with the following:

- 1 Preliminary Interview Form
- 1 Personal History Form
- 1 Diagnostic Interview Form
- 1 Work Reference Investigation Form
- 1 Salesman's Rating Report
- 1 Sales Personnel Bulletin

FIRM _____ NAME _____

ADDRESS _____

CITY _____ STATE _____

How the "Air Age" Is Changing Marketing: Some Straws in the Wind



PUBLICITY-LOADED CARGO: Beulah, the calf, daughter of the famed Borden cow Elsie, is used by Alfred B. Bennett, director of sales for Aeronca Aircraft Corp. (in plane) to demonstrate the feasibility of loading a light plane with cattle as well as crops. Plane flight was from Plainsboro, N. J. to Bendix Air Field, Teterboro, N. J. Hundreds of newspapers ran this picture and the story. Its pulling power is readily apparent.

ONCE a week Sears, Roebuck & Co. is loading 5,000 units of women's clothing valued at \$50,000 into a big National Skyway Freight Corp. transport plane at New York City, dispatching them to Los Angeles and putting them on sale there the next afternoon.

Dresses go into the plane on hangers—there's no expense or delay for boxing or re-pressing. Trucks with special hanger racks meet the airplane, and within a few hours the dresses are on sales racks in stores.

Result: Obvious Savings

Other merchandisers are using the same plan, though on less regular schedules as they test out its potentials. Most of them are not yet ready to disclose case histories, but point out obvious savings in insurance, packaging and handling—plus the important factor of putting new styles on sale at the other side of the continent within hours, rather than days or weeks, after they come out of the factory.

One of New York City's booming air transport firms, Air Cargo, Inc., is hauling as many as 6,500 dresses from New York City to the West

Coast in one plane load at a cost of 16 cents per dress. It reports a steadily growing practice of shipping large consignments of shoes by air, also. Air Cargo's minimum rate at present is 20 cents a ton mile on a 5,000-ton cargo, compared with about 10 cents by rail. Shippers are beginning to get a yardstick on the value of the time saving and the reduced handling costs which soon will provide a more dependable guide than figures now available.

A fibreglas insulated container, cooled by dry ice, has been used by United Air Lines in experimental shipments of gardenias from San Francisco to Chicago. It weighs 25 pounds and has a capacity of 120 cubic feet. Access to the interior is through a zippered "V" running almost the entire height of one side. The container was developed by Owens-Corning Fibreglas Corp., in cooperation with United cargo officials.

Other experiments are being conducted with similar type containers for shipment of seafoods, medicinal serums, and certain kinds of fruits and vegetables.

Merchandising by air to remote communities which have never had the

touch of modern salesmanship may become a profitable specialty one of these days. Air cargo ranging from eggs to hardware can be dropped from a plane without damage in a new rubber mail bag developed by United States Rubber Co. for carrying air mail to small communities off the beaten path.

Air pickup and delivery service is now operated by All American Aviation, Inc., Wilmington, Del., to 118 communities by-passed by main airways—ranging in population from 598 to 120,000—in New York, Pennsylvania, Ohio, Kentucky, West Virginia, and Delaware. This company has applications pending for routes touching the small towns of a score of other states, and the Civil Aeronautics Board is expected to grant most of them in the near future.

Service to Small Communities

All American aviation has been so successful that scheduled pickup and delivery service to small communities is bound to see continued expansion. In addition, enterprising distributors will be able to find charter plane operators who will be glad to drop their merchandise in otherwise unserved territory. With thousands of surplus planes going into civilian operation, the charter operation is rapidly becoming intensively competitive. The hunt for new business will soon be on, and charges will go down.

This spring approximately one-third of the flower crop from the Carolinas went to market by freight planes, most of which were loaded at Blumenthal Airport, Wilmington, N. C. On long-distance hauls, airfreight practically eliminated spoilage which in the past has been a major item of expense. Jonquils, narcissi, tulips, etc., picked at sundown, were on retail sale before noon in Chicago, New York City, Boston. Planes chartered for around \$500 to \$700 per trip carried some \$5,000 worth of flowers on each run.

New Orleans' famed La Louisiane Restaurant has been cashing in on the air age and its reputation. A couple of years ago La Louisiane got nationwide publicity when it prepared Creole dinners, put them on a Chicago and Southern Air Lines plane and served them at a meeting of C. & S. directors in Memphis. These dinners, typical of New Orleans' famous French cuisine, have been in demand ever since for special occasions in Hollywood, New

York City, and elsewhere. C. & S. liked the idea, was quick to realize the possibilities, and promoted itself as the first airline to ship complete dinners by air. Together with La Louisiane it has continued experimenting with the quick-freezing of cooked foods, and has had the help of the Bauerlein Advertising Agency, New Orleans.

Here are a few new products to sell in the air age:

A new line of blankets made with Fiberglas interlining by Aeronautical Supplies, Inc., New York City, in sizes and shapes suitable for the transportation of frozen foods.

A baggage cart of universal type for use by airlines, airports, department stores, railroads, bus stations, and in other carrier operations, by Hammond Manufacturing Corp., Huntington Park, Calif.

A light-weight deep freezer using dry or regular ice to enable private flyers to pack and carry refrigerated food, beverages, cracked ice or cubes. Sportsmen-pilots use it to bring home quick-frozen fish and game. Developed by Calplasti Corp., Los Angeles.

More and more business firms are putting their salesmen into company-owned airplanes to cover far-flung territories in a minimum of time. Big companies have been buying the large transport airplanes — ranging from Lockheed Lodestars and Douglas DC-3's to the 44-passenger Douglas about. For example, the Board made a trip from Pineville, Ore., to Reno,

Nev., in two and one-half hours. By rail, it would have taken 58 hours. C-54—through the War Assets Administration under surplus procedures. Company officers and directors, and even entire sales staffs, are being swished to important cities when company interests demand it.

The Civil Aeronautics Administration kept careful tabs when it sent out a four-man board to wind up its war contract termination work, and came up with the conclusion that appreciable savings in time and money can be achieved through travel in privately operated aircraft.

On this assignment, according to C.A.A. records, more than \$4,500 in fares, subsistence and salary time was saved by use of one Government-owned airplane. The time saving was 83%. Actual travel time was less than 103 hours by air against more than 609 that would have been required by rail. The board made 63 stops in 108 days. Best possible time by rail would have been 146 days.

The cost of operating the plane, including depreciation, was \$886.47 less than train fares would have been. The time saving of 152 man days represented \$3,626.72 cash, on the basis of \$17.86 average daily salary plus \$6.00 per diem subsistence allowance.

The time savings were especially notable when the destinations were not regular railroad stops, or when natural barriers such as mountains made surface transportation round-about.



THE AIR INVASION'S UNDER WAY: This time as a revolutionary step in the food industry—a tangible contribution to the quicker and better production of food for a hungry world. Above, Mayor Bernard Samuel inaugurates the first glider transport service to leave Philadelphia airport. It picked up half a million tomato plants from the Moultrie, Ga., nurseries of the Campbell Soup Co., sped them north to Campbell tomato growers for planting—a saving of several days in the transplanting process alone.

JUNE 1, 1946



If numbers were everything China would rule the world.

But when a newspaper dominates the field in a City that dominates the world, circulation is important.

There are more reasons than numbers only for using the Times-Herald in Washington.

Flower
Bellevue
Editor and Publisher.

TIMES-HERALD . 243,902
The STAR . . . 207,859
The POST . . . 168,345
The NEWS . . . 105,231
as of September 30, 1945

Times Herald
WASHINGTON, D. C.

National Representative
GEO. A. McDEVITT CO.

Readers' Service Can Furnish These Reprints

ADVERTISING

123—A Potent New Sales "Plus": Flameproofing, by Etna M. Kelley. (Price 5c)

121—The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion? A portfolio of the 19-article series by James C. Cumming. (Price 25c)

106—The Job of the Advertising Department. (Price 5c)

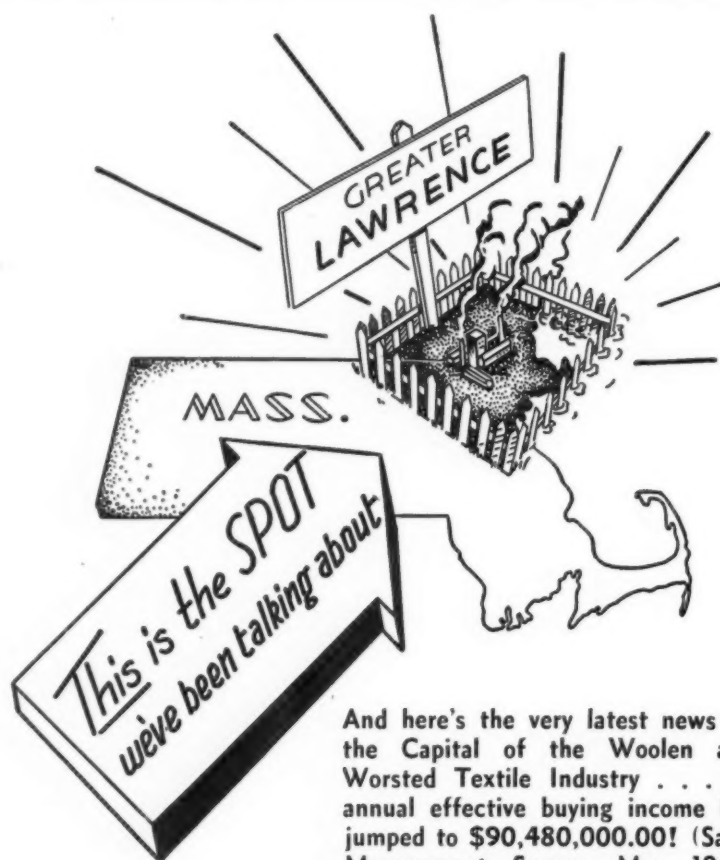
MANPOWER PROBLEMS

124—What Type of Salesman Makes the Biggest Hit with Buyers? by Norman R. Catharin. (Price 5c)

116—Frame Your Compensation Plan to Encourage More Selective Selling, by Kevin J. Solon. (Price 5c)

114—The Returning Veteran—Will He Make Sound Sales Timber? by Philip J. Kelly. (Price 3c)

112—Six Sound Reasons Why You Should Use a Patterned Interview in Hiring Men, by Robert N. McMurry. (Price 5c)



And here's the very latest news on the Capital of the Woolen and Worsted Textile Industry . . . its annual effective buying income has jumped to \$90,480,000.00! (Sales Management Survey, May 1946) This emphasizes our point that Lawrence is a market with no sales worries . . . no reconversion problems . . . no unemployment fears.

The Eagle-Tribune is Lawrence's own daily newspaper, read in 95 out of every 100 homes. ABC Circulation over 35,000.



Serving hundreds of national advertisers

The EAGLE-TRIBUNE
LAWRENCE, MASSACHUSETTS
WARD-GRIFFITH CO. - NATIONAL REPRESENTATIVES

Ordering Reprints?

Send order with remittances, to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

111—Salesmen's Expenses Now Running over 30% Higher than Pre-War Level. (Price 5c)

110—A Four-Pronged Plan for Recruiting The Post-War Selling Force, by Harold D. Laidley. (Price 5c)

105—Nineteen Questions About Aptitude Testing. (Price 3c)

101—Security — Opportunity — Recognition: Basic Factors in Salesmen's Morale, by Edward McSweeney. (Price 5c)

87—How and Why U. S. Rubber Adopted Conference Training for Salesmen, by A. B. Ecker. (Price 5c)

PUBLIC RELATIONS

113—How to Hold a Press Conference — A Primer for Management Men, by James W. Irwin. (Price 5c)

REFERENCE TOOLS

103—A Time-Saver List of Sources for Maps for Sales Executives. (Price 10c)

89—A Selected List of Information Sources for the Business Man. Compiled by W. C. Hansen. (Price 10c)

RESEARCH

93—The Bureau of Foreign and Domestic Commerce—How It Can Help You, by A. R. Hahn. (Price 10c)

SALES MANAGEMENT

120—Millions of Jobs, but Only If We SELL! . . . SELL! . . . SELL! by William A. Matheson. (Price 5c)

118—New Management Patterns to Meet Tomorrow's Scramble for Sales, by Burton Bigelow. (Price 10c)

107—The Job of the Sales Department. (A chart) (Price 5c)

SELLING AS A CAREER

122—Careers in Sales: What Have They to Offer to Youth? (Price 5c)

95—GI Joe Asks "Shall I Seek a Career in Selling After the War?" by Burton Bigelow. (Price 5c)

MONARCH PERSONNEL
140 South Dearborn St.
Chicago 3, Ill.

Personnel counsellors since 1910
Special department for sales personnel. Affiliates in all larger cities. Employers and salesmen invited to use our services. Inquiries invited on personnel and positions available. All negotiations strictly confidential.

SALES MANAGEMENT



Here are the 27 food classifications in the *Globe-Democrat's Grocery Audit*

Package Laundry Soap
Bar Laundry Soap
Cake Flour
Dehydrated Soup
Chili Con Carne
Cleansers
Water Softeners
Bleaches
All Purpose Flour
Pancake Flour
Prepared Flour Mixes
Toilet Soap
Coffee
Instant Coffee
Dry Dog Food
Ready-to-Eat Cereals
Hot Cereals
Shortening
Margarine—Butter—Lard
Evaporated Milk
Peanut Butter
Baby Food
Baby Cereal Food
Catsup and Chili Sauce
Canned Soup
Desserts
Spiced Luncheon Meat



The *Globe-Democrat's* continuous survey of retail grocer sales has made St. Louis

America's

No. 1 test market

Point to St. Louis for test campaigns. This busy midwest market comes with an accurate yardstick of grocery store activity . . . the St. Louis **GLOBE-DEMOCRAT** Grocery Store Audit.

Reporting on 450 products in 27 grocery store classifications, this remarkable **GLOBE-DEMOCRAT** survey measures the effects of price, packaging, merchandising, brand names and advertising. You know what you're doing. You know what your competitors are doing.

Whether your product is established or establishing, you need the indicative, revealing information contained in this **GLOBE-DEMOCRAT** Retail Grocer Sales Audit. Write to the St. Louis **GLOBE-DEMOCRAT**, Dept. 104, St. Louis, Mo.

St. Louis *Globe-Democrat*

Only the *Globe-Democrat* claims to cover successfully the rich and important market of the 49th State, which includes 87 counties in Eastern Missouri and Southern Illinois.



MAN AT THE WHIP'S END . . . of American Newspaper Advertising Network, Inc., is newly-appointed, astute Edward Madden, for years one of the agency business's more important cogs. He'll crack a knowing whip over ANAN's operations—from staff-hiring to the coordination of its activities. Business men will remember him as the gent who squired the scrap metal and paper salvage drives. Advertising men will know him as the guiding hand behind all the retail merchandising and promotion (by McCann-Erickson, Inc.) for Standard Oil Company of N. J. A ball player's ball player, he's known to go out of his way to give credit where its due—brings to his new job a fund of manufacturing, merchandising and creative acumen. Before he had reached his majority he was assistant manager of American Hard Rubber Company's Chicago offices. Went on from there to Reuben H. Donnelly Corp., because he got engrossed in how a product was merchandised. He's the author of several songs—one of which still hauls in royalties for him. Married to one of New York City's truly Great Beauties, they have two children.

THEY'RE IN THE NEWS

STRANGE SIGHT . . . for a bankers' meeting, that is, was the band saw on the speaker's podium! It was a present to Howard Whipple, the retiring president of the California Bankers' Association. What he wanted with it they couldn't fathom. But Mr. W. did; he'd started a hobby—wood carving. Now his "Creations in Inlaid Wood" have had an exhibition, a formal opening in a swank men's store in San Francisco, are making news in artistic circles. His creations range from earrings to boxes—each with a design worked out in the Whipple "mental blueprint factory." His hobby, which grew into a full-time occupation, had its beginnings when Mr. W. elected in 1935 to make a Christmas present from a piece of discarded Manzanita wood for his boys. He and his wife bought the wood lathe as a joint gift to the lads; he took it over like the proverbial papa who calls Squatter's Rights on Junior's electric train. A banker for 43 years he began in his Dad's at Devil's Lake, N. D., circa 1903. By 1930 he had worked west, was vice-president of Bank of America, San Francisco, president of C.B.A. Oddly enough he's not interested in selling his works—prefers to have it go into collections. Even the Metropolitan Museum is interested in acquiring some of it.



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WISDOM'S HIS MIDDLE NAME! . . . meet Henry Wisdom Roden. "Tex," as he's known to his confreres at American Home Foods, Inc.—of which he's president—has scared more citizens than Boris Karloff. As a safety valve for his racing pulses he writes mystery novels. Fourth and latest—"Wake For a Lady." His old pal Emil Brisacher has put it in the lap of an obviously terrified lady, on billboards all over the West Coast—thereby killing two birds with one rock. The lady has a glass of Acme Beer in the other hand. Tex began by ringing doorbells for American Colortype Co., selling printed novelties. After that he was, in chronological order, a partner in a radio company, one of the original five men employed to introduce Modess, sales and advertising manager of Harold H. Clapp, Inc. By 1933 he had acquired a part ownership in the firm. Clapp later came under American Home Foods' banner. In 1944 Tex was chosen president. Lives in a penthouse in N.Y.C., calls sound recording his hobby—the mysteries a diversion. President of a coffee concern he doesn't touch it; president of a baby food company he has had no chicks of his own.

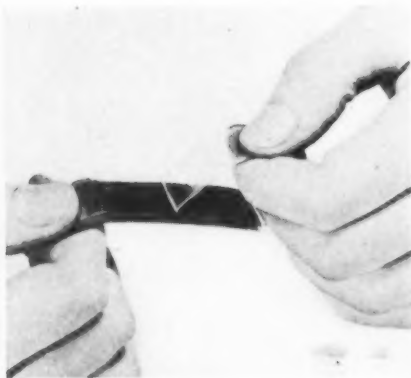


IVORY-TOWER DWELLER . . . literally, not figuratively, is young, greying John K. Churchill. His office is high in New York City's Hotel Marguery—but his fingers are on the pulse of the man on the ground. As director of research at Broadcast Measurement Bureau, Inc., he thinks his title's a slight misnomer in that it doesn't completely cover the bill. Actually he's in charge of production in the organization's main artery—its surveys. (Nutshell summing-up of BMB's aims: to answer radio stations' and networks' question, "What's the size of our audience and where's it located?") Mr. C. came to BMB (see article page 148.) a year ago, from CBS, where he had been for 14 years and where he had the same title you'll find on his present door. His affiliation with BMB was practically simultaneous with the advent of Barbara, age 14 months. She's his hobby. Everything else in the Churchill household went into the discard with her arrival. An Iowa product he's been ferreting out facts and figures since '26.

OLD SELLER—NEW STAND . . . Warren Davis, crack salesman for Hiram Walker Distributors, Inc., is the individual Victory Bond selling champion of the U.S.—which you already know if you read your newspapers. By tying modern sales promotion ideas to flag-waving he turned in a record \$8,000,000 sales job! Got started in the venture when the Army turned him down but really hit his stride when his brother-in-law was killed while serving in the Canadian army. For two years he worked every night and every weekend, organizing special drives at La Guardia Field and running boxing shows in cooperation with L.I. newspapers. Began to develop his sales know-how at the age of 18, when he took his first selling job with a tobacco manufacturer. Before he abandoned the tobacco biz he was the youngest district manager in the industry. In 1927 he set up what he chooses to call his "scattered department stores"—actually retail stores in hotels. The venture was catching on nicely until 1929, when a certain universal catastrophe caught him. Davis was Walker's first salesman.



Coming Your Way



READY-CUT: For sealing, packing.

..... **tapad transparent stickers**, a new idea in adhesives, are now being introduced and distributed by the Majestic Sales Co. for the Tapad Co. They have a gummed surface that applies without moistening, are conveniently packaged, ready-cut to size and cleverly arranged with pull-tabs so that they can be quickly and neatly used. The tab provides for easy removal and an ingenious arrangement allows the pad to be its own dispenser, eliminating the necessity of the fingers coming in contact with the adhesive. Among the many suggested uses for Tapad are: Packaging, price tagging, stamp collecting and hobby crafts, securing window signs, mounting snapshots, mending tears in paper, wall-paper, currency, and as a protective coating for mailbox nameplates.

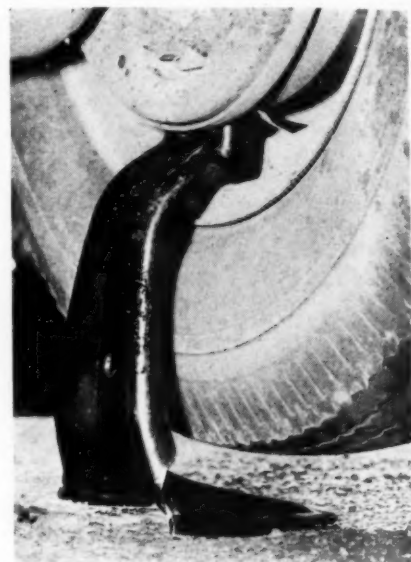
..... **plastic bicycle pump** is being put on the market by the Pharis Tire & Rubber Co. Using practically no metal, the pump is designed to be carried in a clamp attached to the bicycle frame. It can be purchased in combination with a pair of handle-bar grips, in colors matching or contrasting those of the bike. The pump is small in size, light in weight and ruggedly constructed.

..... **infant development mat**, developed by William Kuhlman & Co., provides an ingenious guide for new mothers in the care and handling of infants. Compiled by a well-known physician and edited by a renowned pediatrician, it answers many of the more pressing things the mother continually wants to know about her baby and serves as a guide to measure the infant's normal development. It is designed in appropriate colors on waterproof and washable heavy cotton material. It is said to be meeting with enthusiastic reception as a gift item in Infants' Wear Departments and in Baby Shops.

..... **new sales aids**, called Polaroid Selectographs and Polaroid Three-Dimensional Vectographs, are being offered by the Polaroid Corp. Polaroid Selectographs introduce an improved technique for presenting "before and after" photographs. Polaroid Three-Dimensional Vectographs are three-dimensional pictures which are viewed through simple polarizing spectacles. They show any product as a photographically precise model, reproducing the space, form and sense of solidity of the original subject in a paper-thin print. They are expected to replace salesmen's bulky sample kits and expensive models in many industries. With Three-Dimensional Vectographs a salesman can set up, in effect, a huge and complicated machine on a prospect's desk. The vectographs are also useful when magnified visuals of small articles or parts are required. Polaroid Selectographs, on the other hand, can be used to dramatize new homes, stores or plants in contrast with old ones; they permit the housing or case of a product to be removed pictorially to expose the "insides" or "works." By itself, the Selectographs double picture is a scrambled blend of blurred areas where the two views overlap. To unscramble the blurred areas, a simple double window or eye-piece of Polaroid plastic is provided.

..... **jiffy lift**, a revolutionary automobile jack which makes tire changing easy even in rain, snow or mud, is being introduced by the Motor Jack Corp. Inserted between brake drum and tire rim, this new type of jack eliminates fumbling under the wheels

of the car and is locked safely in place by the weight of the car itself. After the Jiffy Lift has been inserted the car is then driven up onto the jack which acts as a stand, raising the vehicle off the road far enough to remove the tire. The extra large base holds the jack securely in place, preventing the car from slipping off or settling down too low to move the flat tire. Forged in one piece, the Jiffy



FOR MOTORISTS: Tire changing made easy.

Lift has no moving parts to lose or to become clogged with grease or dirt. With the Jiffy Lift the car itself does the work of raising the wheel. It has been designed to fit all popular makes of cars and it is said that it can be used on all models from 1937 to 1946. It will be sold through service stations tire, accessory and car dealers and, in time, through department stores.



KEEPS TABS ON JUNIOR'S GROWTH: Combination infant's mat and ready reference chart.

Campaigns and Marketing



SIGNS TO SEE JUBILEE . . . Charles J. Durban, assistant advertising director of United States Rubber Co., signing for the company's sponsorship of Automotive Golden Jubilee telecast by American Broadcasting Co., as John Brooke of ABC and Richard E. Hackenger, radio-television director, Campbell-Ewald, Inc., look on.

Automotive Golden Jubilee

In Detroit the Automotive Golden Jubilee, celebrating the birth of the automobile industry 50 years ago, is staging a series of spectacular events, including pageants, tribute to pioneers, parades, festivals, interfaith rally, and antique automobile exposition. During the Jubilee, May 31-June 9, organizations throughout the country are sponsoring regional, state, and local celebrations on smaller scale. Simultaneously, Detroit is observing the 150th anniversary of the raising of the American Flag over the area.

Since the first sale of an automobile in this country, in the summer of 1896, no less than 90,000,000 cars and trucks, costing \$64 billions, have been produced in the United States by what is today a four billion dollar industry. In this country, 30,000,000 motor vehicles are now in use, operating on 1,400,000 miles of highway; 54,000 towns and villages, almost half of all the communities in the Nation, are served only by highway and motor car.

Lt. General William S. Knudsen, general of the National Automotive Golden Jubilee, at a press luncheon in the Biltmore Hotel, New York City, May 17, pictured America's automobile industry today as "uniting in a renewed spirit of productive com-

munity enterprise preparing for a peacetime production victory."

"Cooperative community enterprise," said General Knudsen, "with people working together for a cause bigger than themselves is the real story behind the parades, pageantry, award presentations, expositions and community rallies. . . . It's a case of 'hats off to the past—coats off to the future.'"

Repeater Pen Piles Sales

The new Eversharp CA Repeater Pen is piling up sales records unprecedented in the history of Eversharp, Inc., it is announced by Larry Robbins, vice-president and general sales manager.

"Because of accumulated orders from dealers, distribution of the 'magic sphere' pen will continue for the present on an allocation basis," he states. "Production is being increased as rapidly as possible to meet this demand. The current backlog of orders is the largest in the life of the company."

Backed by the heaviest advertising campaign in the history of the industry with all types of media being used, the new pen has met an overwhelming public acceptance in every city in which it has been placed on sale, he declares.

"Many dealers reported complete 'sell outs' within 24 hours after the new pen was introduced in their cities," according to Mr. Robbins. "We are being deluged with orders for the 'CA' from all over the country and are opening sales in leading centers as rapidly as full production will permit."

Mr. Robbins says the new pen will be sold through the company's 28,000 dealers in the United States and Canada. Estimated production this year is 5,000,000 pens, but a projected Chicago plant is expected to increase the company's output.

He indicated that the pen will have nation-wide sale in a majority of the leading department stores, 95% of stationery stores, 80% of jewelry stores, as well as a great many drug stores.

The 1946 advertising program indicates a large schedule of full-page advertisements in leading United States newspapers, and double spreads, back covers, and full-color page advertisements in national weeklies. The 'CA' Repeater Pen is also featured on Eversharp's two CBS radio programs, "Take It or Leave It" and "Maisie."

In addition, there is a complete point-of-sale tie-in campaign including window and counter displays, newspaper mats and radio spot announcements.

Cosmetics For Dress Buyers

"To make expensive cosmetics and to sell them inexpensively," is the announced policy behind the current merchandising campaign of the Henry Rosenfeld Cosmetics Corp. Paralleling his merchandising methods which built up a 10 million dollar dress business



FAMINE FOOD . . . Bound for starving abroad on Liberty ship S. S. C. W. Post, named for cereal manufacturing pioneer.

13,000 "BEST SPOTS"

TO MAKE YOUR
PRODUCT IMPRESSION



Get your story
into the minds

of the 13,000 County Agents, Agricultural Teachers and Extension Leaders who read Better Farming Methods each month.

Last year, County Agents alone had 10,000,000 visitors at their offices and in addition handled 5 million phone calls. Agricultural Teachers taught more than 800,000 farmers—young and old. The best way to have your product favorably known to this great group who influence farm planning and farm operation, is to advertise regularly in Better Farming Methods—for 18 years their "Business Magazine."



**Better
FARMING
METHODS**

WATT PUBLISHING CO.
MOUNT MORRIS, ILL.



AUTOGRAPH HUNTING... The signature of Henry Rosenfeld denotes his cosmetics in packets, rose strewn and flecked in green.

three years ago, Henry Rosenfeld, president of the firm, is campaigning for his cosmetics with full and double color pages in *Vogue*, *Harper's Bazaar*, *Charm*, *Cue*, and *The New York Times*.

Attractively packaged, the products were thoroughly pre-tested, says Mr. Rosenfeld, before the campaign was opened. Most heavily promoted item in the line is the lipstick which is produced in six shades and offered in a twisted Lucite holder. Other Rosenfeld cosmetics and toiletries include face powder, dusting powder, rouge, cologne, and "Mad Hour" perfume in bottles shaped as hour-glasses.

The family of packages is distinctive in appearance: black backgrounds touched with green with pink roses forming a pattern on the larger boxes and appearing as a kind of signature on the smaller ones. The name, "Henry Rosenfeld," in script, is an integral part of the package design.

The line is being sold directly to department stores and specialty shops which normally carry cosmetics, also to smaller dress shops which heretofore have not stocked cosmetics. Shops which carry the Rosenfeld dresses are selling the cosmetics and a tie-in is sometimes featured with the "Any Hour" dress and the "Mad Hour" perfume and cologne. Department store fashion shows to promote both cosmetics and dresses are being held. In addition to the national advertising campaign, store promotion aids include a Lucite counter display unit holding companion items of the Rosenfeld line. Mounted copies of advertisements are also furnished retailers.

An aggressive publicity campaign avoids duplication by issuing original releases and product pictures to each newspaper in a city.

Jubilee, Tires, Television

The United States Rubber Co. is sponsoring the American Broadcasting Company's exclusive four-station television coverage of the Automotive Golden Jubilee being held in Detroit, May 29—June 9, as announced by Paul Mowrey, chief of ABC's television operations, and Charles J. Durban, assistant director of advertising, United States Rubber Co.

The Jubilee film, after being recorded by ABC cameramen, will be rushed east by special PCA airliner for editing and broadcasting from New York City, Washington, Philadelphia, and Schenectady. In these cities, Mr. Durban adds, automobile dealers are being invited by the rubber company's tire dealer-salesmen to view the half-hour telecast as a move to cement good-will for future tire-and-car sales cooperation. Additional audiences of automobile dealers throughout the Nation will see the record of Detroit's big event when the United States Rubber Co. will show sound motion pictures based on the telecast in other cities where its branch offices are.

Sunkist Campaign

Sunkist advertising currently breaking in support of the 1946 Valencia orange crop represents an investment of over a million dollars for the period from May 1 to November 1, it is announced.

Daily newspapers in 327 markets will carry a heavy Sunkist schedule throughout the summer. A total of approximately 445 papers will be on the insertion program, all using two column, 10 inch space.

Sunkist newspaper magazine sections include *This Week Magazine* and *The American Weekly* in 21 metropolitan cities. These media will carry a total of eight color pages to a readership of 15 million per issue.



STELLAR ATTRACTION... Blazing in bas-relief 17 stories above Long Island City, Lockheed's airliner sign flashes to La Guardia Airport traffic, dusk to dawn.

SALES MANAGEMENT

The Measure of Quality

NOBEL PRIZE
in Literature

Sealtest
in Ice Cream



Agency:
McKee & Albright, Inc.

—and in “Michigan’s Other Half,”*
it’s Booth Michigan Newspapers

When Sealtest, makers of America’s largest selling ice cream, wanted more business out of “Michigan’s Other Half,”* they began to advertise in Booth Michigan Newspapers because they wanted the strong selling force of home newspapers in local markets!

Booth Michigan Newspapers will do the same for your product...give you practically house-by-house coverage in eight of Michigan’s key markets. The combined daily circulation of Booth Michigan Newspapers is over 360,000 copies.

Whatever you have to sell, Booth Michigan Newspapers will serve you well.

**For specific information on
Booth Michigan Markets, call:**

**Dan A. Carroll, 110 East 42nd Street,
New York City, 17**

**John E. Lutz, 435 N. Michigan Ave.,
Chicago, 11**

* 2,602,055 Michigan buyers live outside
the Detroit trading area.

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS



ALVIN A. VOIT

DECENTRALIZE ... Make Your Good Men Good!

I BELIEVE in as much management decentralization as possible in a business that distributes its products nationally." Big, keen, friendly, Alvin A. Voit, president of 69-year-old Mengel Co., Louisville maker of plywood, containers and furniture (See page 56), leans across the table eagerly when he talks to you about decentralization or anything else.

"How can one man sitting in headquarters know enough about various product lines and enough about local or regional conditions to meet all the problems that arise? This is particularly true nowadays when quick spot decisions are essential. So we are pretty well decentralized in all our company's operations.

"We put decentralization into effect a number of years ago; but since 1939 (when Mr. Voit, after years of company service, became president) I would say we have practiced it as fully as wartime and conversion permitted. Today our three divisions are like three separate companies, each under a vice-president with his own organization and with complete responsibility so long as he functions within general company policy. I can honestly say I don't know everything important that goes on in those divisions . . . unless one asks for headquarters advice or direction. This is the

way it should be. It leaves me free to do the general planning. It lets me go home and cut the grass sometimes.

"We carry decentralization down into the divisions, too. Take our furniture division: The country is divided into five zones. Each zone manager has his own sales staff. He operates with a good deal of independence. He is responsible for what goes on in his region. He is paid a modest salary but a liberal bonus. Thus he has every incentive to build business in his territory and profit by it and he has a free hand with which to do it . . . so long as he carries out our general policy. If he wants to set up a policy of his own that he can defend with logic, I am not going to say 'No' even if I disagree with him. We think it is the way to run a business. The idea is: Pick good men for key jobs. Let them *be* key men.

"This sort of decentralization distributes a full sense of responsibility throughout the company from top down. That develops men—and their company loyalty. When you do that, you bring out the best there is in your people. You learn to *know* what they can do. And you always have men ready for advancement. In our case I think they feel that the company is their own. That's good for both the men and the company."

FOREFRONT OPINION

We've Got to Quit Calling Each Other Names

"How to prevent labor-management strife? So we can *produce* and *sell*? Well, I have no wise man's stone. But the most important thing is, we've got to quit calling each other names. And all *work. Man hours* . . . that's what we have to have." William S. Knudsen, General Motors' production genius, chairman of this month's National Automotive Golden Jubilee, was talking to SM. This great, grey, kindly bear of a man, an Army lieutenant-general for war production until lately was thinking hard in his down-to-earth way.

"The only solution of the whole world's problems is work. We've got to get all our noses pointed in the same direction. Belgium knows that, and is getting along all right. I was over there talking with the premier. (He spoke French, and since I know only 'cabaret French' we used as an interpreter, a Belgian who had been to Cornell.) His whole Belgian economy today is based on work. Why not have that kind of leadership here? We're an impatient people. We want everything right now. So we get to fighting among ourselves. But it will work itself out."

The SM man reminded him of a wage dispute in which a dozen labor and management men sat around a table for three days growing madder and madder at each other so that nothing was getting done—until somebody started a crap game in the corner. Soon everybody was in it—finding a common interest together. It broke the

WILLIAM S. KNUDSEN

Wide World



tension. The dispute was settled.

"Well," said Mr. Knudsen, "maybe the Automotive Golden Jubilee with all its color, with all elements in the industry 'taking off our hats to the past and our coats for the future' will do something like that. We're going to have dancing in the streets, you know. If the Jubilee proves its merit, I hope other industries will do the same thing."

That \$10,000,000 Job

"Our American way of life . . . our American free enterprise system in business . . . certainly needs selling to the American people, in the face of all these 'isms' that are preached into folks' minds today. As so many have said, advertising can do a major part of the job. But I think it will have to be done by group action instead of by individual advertisers." It is Philip W. Lennen talking to you, the sharp grey eyes of a veteran advertising man glinting at you through brown-framed "rubber-tired" glasses. He is president of the 22-year-old, high-level New York advertising agency, Lennen & Mitchell, Inc.

"Maybe this big advertising job ought better to be done by every advertiser devoting a share of his own advertisements to the task. That way, a great many companies whose brand names have already won the friendship and confidence of millions would be talking to people who 'know' them and would listen that much more closely. But I believe not enough of them would do it. Too many will feel they have to spend every advertising dollar selling their own products.

"So I believe the next best thing—and the only practicable method—is for a group of national advertisers, who might sign themselves 'American Business,' to spend \$10,000,000 a year on such advertising. It's at least that big a job. And we'd *better* do it."

Markets In The Air

"By 1955 I believe 40,000 planes will be owned and operated by American business concerns to speed up their sales and administration; 280,000 will be used for personal business and pleasure; we'll see at least 400,000 civil aircraft in use exclusive of airline carriers." It was James H. Doolittle talking to the sales executives and advertising clubs of New York on May 14 about the vast aviation



PHILLIP W. LENNEN

market ahead. The distinguished lieutenant-general is now vice-president of Shell Union Oil Corp.

"It is reasonable to expect domestic airlines to increase passenger revenue miles five times the 21½ billion miles flown in 1944 for an annual revenue of \$345,000,000. International lines should be carrying 2,000,000 passengers a year. Cargo carrying will multiply many times. The entire American aviation industry should have attained a dollar volume in excess of \$2,200,000,000 and should employ over 900,000 persons—half of them in the manufacture of aircraft. Think what the attainment of that goal will mean to our economy!"

Foreign Trading? "Simple."

"Building up trade with Latin America isn't a complicated business at all, as so many inexperienced companies in this country seem to think," believes tall, bald J. R. MacLeod, soft-voiced veteran assistant freight traffic manager of the Illinois Central Railroad and vice-president of the Memphis International Center. "In Memphis we set out to debunk the difficulties of foreign trade. We merely studied the laws and business customs of countries south of the border in Department of Commerce reports and publications. Then we sent to U. S. commercial attaches what was nothing more than a list of what Memphis makes. We got many inquiries. These we always answer by air mail—even if a letter costs a dollar. We've gained business and expect more.

"Good neighborliness depends upon trade as much as anything. No matter what propaganda our politicians put out to other countries, we've got to trade with them or we will not have good neighbors."



FOSTER GUNNISON

FOREFRONT OPINION

We've Got To Sell Quicker!

"YES, this country can produce that much-talked-of 150 billion dollars worth of products a year, when we finally get going. But fast selling has got to take it off the end of the production line. People just haven't the time to buy all those goods unless selling methods are sharpened up. We've all got to sell *quicker*, by perfecting our techniques. In my own business we've devised a way of trying to half-sell every prospect before the salesman ever gets there. Then we expect him to use just one hour to sell a pre-fabricated house."

This is Foster Gunnison talking to you—the sharp-eyed, 50-ish bundle of sales and management energy who is the driving head of Gunnison Homes, Inc., New Albany, Ind. He went into the pre-fabricated home business more than 15 years ago with a vision; built 4,500 dwelling units in 38 states before the war; now is set up under 51% U. S. Steel ownership to produce one an hour by conveyor-line methods. Quick selling is a fetish. He thinks it ought to be a fetish of all business.

"A town bus line runs past this plant," says he. "A bus makes one loop in an hour. Part of the time those buses are full of kids. You know why? Mothers pay the bus driver 20 cents to carry those kids around for two hours. That's the only way those women can get time for buying. It's just a little evidence of what I mean; yet those are some of the people who are going to have to buy a hundred and fifty billion dollars' worth of goods if we're to have prosperity. Anybody who expects to sell them anything ought to have his presentation down pat and short.

"Now let's look at it broadly. The main-spring of American industry is the purchasing done by the consuming public. A high level of wages is not the only element in the purchasing power equation. The element of time is rapidly becoming a most important factor. The war has increased the country's productive capacity but it has not increased the hours in the day nor the time a family can devote to shopping.

"Employment rises as the public is able to buy and enjoy more and more products—this vast array of products coming into the market. Of course, in order that the public can afford to buy, prices must stay within the limits of what the public can afford to spend.

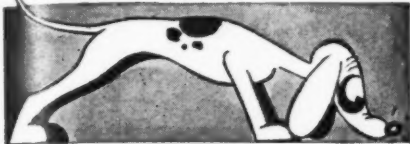
"Prices are mainly lowered through increased volume. To increase it, selling and buying processes must be speeded up so that the consumer can buy more and more—and not only within the budget but within the important limitation of available time.

"Today, therefore, industry must take a more scientific approach to the selling and buying processes. Public relations, advertising, market analysis, and consumer research must all be carefully integrated and aimed directly at the point of contact between salesman and customer so that the sale and purchase will be quick and easy. By speeding up selling and buying within the limited hours between dawn and dusk the purchasing power equation can be solved. The gates will then open to a new and higher standard of living."

FOREFRONT OPINION is compiled by E. W. Davidson.

SALES MANAGEMENT

T i p s



Booklets reviewed below are free unless otherwise specified and are available direct from the publishers.

Credit Loss Control—A Must for Profit. In just three years after World War I, the number of business failures jumped to 367% of the 1919 total. Credit losses far exceeded management's estimates. How to prevent this? How to keep history from repeating itself?—a sound credit loss control measure: credit insurance. And this booklet answers many of management's questions about credit insurance as a profit-saver. Write for your copy to the American Credit Indemnity Co. of New York, First National Bank Bldg., Baltimore 2, Md.

Decalcomania Sign Ad-visor—A Guide to Point-of-Sale Promotion. Glass doors; corners, tops, centers, bottoms of windows; mirrors; counters; shelf edges; cash registers—all are free space available to advertisers with decal signs to display. This pamphlet prepared by Meyercord Co. points out the advantages of these on-the-spot promotion devices as low-cost links in a complete, integrated dealer advertising program. It's available from The Meyercord Co., 5323 West Lake St., Chicago 44, Ill.

Prizes. With competitive selling easing its way back into the promotion spotlight . . . with availability of merchandise a not-too-distant probability—more companies will be returning to "prize offers." The new merchandise prize book prepared by Thompson and Associates, Inc., is ready for distribution to participants in many types

of prize plans—including for the first time the offer of travel as a prize. Also for the first time, salesmen are offered a trip "of their own choosing" based on the job they do. For more information, contact Thompson and Associates, Inc., 165 West Wacker Drive, Chicago 1, Ill.

A Square Deal on Auto Allowances. When employees own the cars they use for selling activities, what is a fair and accurate method for management to use in paying for this transportation? This booklet describes the Runzheimer Plan and its use by many of America's industries in maintaining accurate auto allowances to employees under these and other conditions. There is a detailed discussion on why flat allowances are unfair, and the report also includes a master schedule of automobile standard allowances. Send your request to Runzheimer and Co., 221 N. La Salle St., Chicago 1, Ill.

Reyburn's . . . Business Helps. Planning a new tag, pin ticket, label or seal? Then you may want to see this handy-reference pamphlet published by Reyburn Manufacturing Co., Inc. It outlines the purpose of informative tags and labels, and presents a chart of data desired by consumers on tags and labels for 24 commodity groups. Write on your letterhead to the company at 16th St. & Indiana Ave., Philadelphia 32, Pa.

Five Timely Tips from Hammermill: Looking for an efficient letter-answering system? Then Hammermill's booklet, "Very Promptly Yours," may do the trick. Planning to install a suggestion system? Then "Turning Ideas Into Dollars," containing information on how to operate a suggestion system, is for you. Considering re-designing your letterheads or business forms? Then try "Your Next Letterhead," and "How to Design a Business Form." And if you're working on that big business conference, you'll want Don-Herold's "How to Harness a Conference." They're all available from the Advertising Dept., Hammermill Paper Co., 1458 East Lake Road, Erie, Pa.



In Advertising

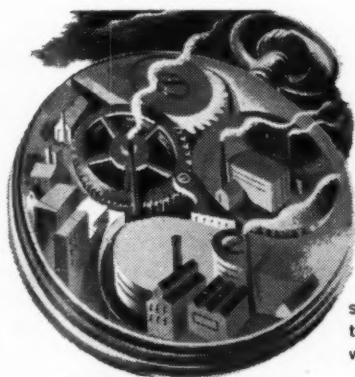
THERE'S NO SUCH THING AS A "NEAR MISS"

You either hit your target or you don't. More and more advertisers . . . discovering this basic truth . . . are making sure they reach the buyers they want by advertising in their own specialized HAIRE PUBLICATION.

For each HAIRE magazine deals with one market . . . it covers that market completely . . . directly . . . and is sought, read and studied by the buyers in that field.



HAIRE
Specialized
BUSINESS PAPERS
1170 BROADWAY, NEW YORK 1



the Tick-Tock of your business

told by smooth, effortless flow of goods from factory to warehouse to consumer, moving in precise rhythm like the delicate wheels of a watch.

Let L & L Modern Warehousing—Nerve Center of Distribution* be the watchman of your product. L & L will synchronize every step of its journey from shipping line to retail counter. You'll be assured baby-care handling, trigger-fast distribution, increased sales.

*U. S. PAT. APPLIED FOR

LEHIGH WAREHOUSE AND TRANSPORTATION CO

LEHIGH WAREHOUSE COMPANY INC. • LEHIGH WAREHOUSE AND TRANSPORTATION COMPANY—NEWARK
LEHIGH WAREHOUSE AND TRANSPORTATION COMPANY—ELIZABETH • LEHIGH WAREHOUSE CORP OF BROOKLYN
LEHIGH TRANSPORTATION CO INC. • FOREIGN & DOMESTIC CORP. • FOREIGN & DOMESTIC BOTTLERS OF NY INC
HEADQUARTERS: 98 FRELINGHUYSEN AVENUE • NEWARK 5, NEW JERSEY



NEWARK AT NEWARK



LEHIGH AT JERSEY CITY



LEHIGH AT BROOKLYN



LEHIGH AT ELIZABETH

Perfect!

**for
PACKAGING
FRUITS and
VEGETABLES
fresh or frozen!**

*Moisture Stays In!
Moisture Stays Out!*



FRESH-PAC

A TRACO PEARLON PRODUCT

Western Packer adopts Fresh-Pac
for 25-lb. carton packs!!

Southern Packer adopts Fresh-Pac
bags for frozen shrimp!!

Northern Packer adopts Fresh-Pac
bag liner for frozen cream!!

Perfect for Meats—Poultry—Fish!!

- **Highly Moistureproof, Retains Garden Fresh Flavors! Odorless, Tasteless, Non-Toxic, Durable, Heatseals, Flexible at very low temperatures. Washable—Consumer can re-use bag time and again!**

Traver
CORPORATION

Write or Wire ... Dept. D
358 WEST ONTARIO ST.
CHICAGO 10, ILLINOIS

CONVERTERS—PRINTERS—CELLOPHANE—FOIL—ACETATES—GLASSINE—PLASTICS

[92]

SALES MANAGEMENT

How to Protect Yourself Against Lawsuits When Products Fail

While there is no self-evident need for insuring most products, the growing volume of products liability insurance reflects manufacturers' awareness of the danger of hidden error or mistake in their products, and the tendency of courts to "let the seller beware."

BY J. HARRY BIBBY

Assistant Casualty Director
United States Fidelity and Guaranty Co.
Baltimore

TWO legal doctrines have special application to the sale of goods or products: *Caveat emptor*, meaning "let the buyer beware," and *caveat venditor*, meaning "let the seller beware." Which of these doctrines would prevail in a specific claim or suit would depend upon all the facts and circumstances in the case. However, recently enacted statutes and the trend of modern court decisions both indicate a tendency to place more and more emphasis upon *caveat venditor*—let the seller beware. The Federal Food, Drug and Cosmetic Act is a most important statute illustrating this trend.

Changes Create Hazards

While there is no self-evident need for insuring most products, there has been a very marked increase in the premium volume for products liability insurance. The stock companies' approximate premium volume for this insurance in 1933 was \$1,000,000; in 1938, \$3,500,000 and in 1944, \$6,500,000. Obviously, these figures reflect the realization of manufacturers, distributors and retailers throughout the country that there is an increasing need for products liability insurance. The growing need for this form of insurance undoubtedly is due directly to the trend from *caveat emptor* to *caveat venditor*.

The underlying reason for this is the many changes in economic conditions creating new hazards for the purchaser. New kinds of raw materials, new processes, new designs, new methods of packaging, all increase the possibility of hidden error or mistake. Under modern conditions the purchaser has little or no opportunity to determine for himself whether goods and products are in fact safe. How, for example, can a purchaser ascertain whether an article of clothing contains

a dye likely to cause a serious skin inflammation? Moreover, there have been significant changes in the attitude of courts and juries which have likewise been reflected in the increasing claim-consciousness of the public.

The purchaser or potential claimant has available to him two legal remedies: first, action based on neg-

ligence; second, action based on breach of warranty.

The law of negligence imposes a responsibility on everyone—a responsibility to exercise due care to avoid injuring the person or property of another, whether by act or omission. Negligence is not defined by statute; it must be determined in each case by the facts and circumstances. Hence, there is no rule or plan which one may follow as a guarantee of immunity from legal liability for negligence.

The express or implied warranty that an article is fit for the purpose which it is intended to serve is a matter of contract. This is an important factor and is the reason why action based on breach of warranty can be brought even in those cases when there is no evidence of negligence whatsoever. Hence, the claimant may have a right of action against, and may



"Mr. Keets doesn't believe in consumer advertising, sales promotion or dealer helps—he stays in business by sheer will power!"



9 out of 10

NEW YORK ADULTS RIDE THE NEW YORK SUBWAYS

COVERAGE: 89% of adults ride

EXPOSURE: 23 minutes per ride

REPETITION: 26 rides a month

COLOR: All you want

... this is subway advertising!

CAR CARDS • STATION POSTERS

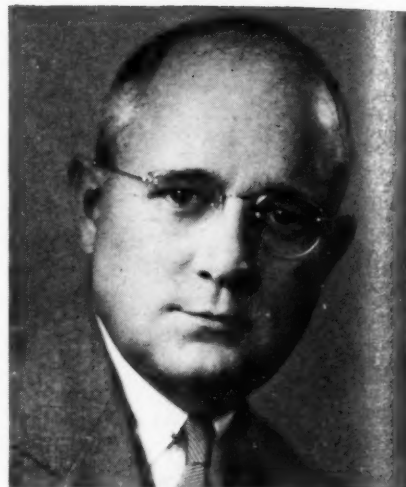


NEW YORK SUBWAYS

Advertising Company, Inc.

Member of NATA

630 Fifth Ave., New York 20, N. Y. • 410 N. Michigan Ave., Chicago 11, Ill.



Bachrach

J. HARRY BIBBY: Sellers Beware.

seek damages from, the retailer, although the retailer is not the manufacturer of the article and did not cause or have knowledge of its defective or injurious condition.

Research, testing and other precautionary measures do not absolutely assure elimination of all accident-producing causes. There is always a chance that goods or products will cause accidents resulting in injury to persons or property. Hundreds of claims are paid as a result of injuries occasioned by apparently harmless products. Here are examples:

Pork product caused the disease trichinosis.

Wire in candy lacerated claimant's tongue so badly that amputation was necessary and the claimant was a salesman.

A man was knocked down when the top suddenly blew off a keg of beer. Verdict against the brewer.

A customer was injured by flying glass when a bottle of ginger ale exploded in her market basket.

Plaintiff sued a retail grocery company alleging that she had been made ill by eating vegetables which had been sprayed with insecticide.

A claimant received injuries about the head when a tank, because of a defective rivet, let go its cover.

A claimant went to sleep with a heating pad on leg and awoke to find the bed on fire.

The air conditioning unit in residence failed to operate when heat was necessary, causing water pipes to freeze.

Check valve on radiator was defective, causing water to seep out and run over radio and floor.

The cigar lighter on an automobile developed a short circuit. The claimant grabbed the hot wire with bare hand and sustained a bad burn.

A housewife sued the manufacturer of a washing machine because of in-

SALES MANAGEMENT



Courtesy of the Metropolitan Museum of Art

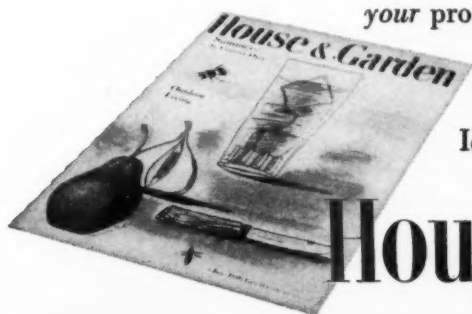
make your name a **NAME**

During his lifetime, Hepplewhite was a
little known cabinetmaker. It took a full fifty years
before his influence was reflected in "The Age of Satinwood."

Today's fine furniture makers can win widespread,
contemporary recognition through the pages of House & Garden.
Its readers are name-conscious. Their acceptance of

your product can give it prestige in the
top communities of America.

Identify your name with quality in the pages of



House & Garden

© 1946, THE CONDÉ NAST PUBLICATIONS INC.

jury sustained while using it.

Defective hinges on automobile trunk caused many accidents and serious injuries.

Defective spout on tea kettle caused several people to be scalded.

Hair brush caused dermatitis.

Poorly-designed dressing stool caused a woman to fall and break wrist.

Defective seating in camp stool caused a spine injury.

Boy swallowed the valve improperly set in basketball.

Foreign substances get into products. Containers may be defective or labeled incorrectly. The principal causes of accidents are defective or impure raw materials and errors in manufacturing, packing or distributing. Faulty or unsafe designing is, also, a common cause of injury.

Types of Product Insurance

Products liability insurance is designed to protect manufacturers, distributors and retailers against the liability arising out of the sale of goods and products as described in the preceding paragraphs. This insurance is essentially the same as other forms of liability insurance and the policy usually provides for:

1. The payment of claims by reason of the liability imposed upon the insured by law for damages because of bodily injury or property damage caused by accident and arising out of goods or products manufactured, sold, or distributed by the insured.
2. The investigation and defense of such claims and the payment of the cost including court costs.

Entirely apart from the cost of settling liability claims, careful and adequate investigation and defense are necessary. Defense coverage is especially important because products usually are distributed throughout one or more states. Moreover, numerous fraudulent or grossly exaggerated claims require prompt and careful attention. The insured may have a general idea of his rights and liabilities under the law, but the insurance company must know the law and its application locally. The insurance company, therefore, must maintain experienced claim adjusters and pursue a claims policy in tune with the times. Thus, a nationwide claim organization is especially important.

The policy does not guarantee that the product will do everything that the insured claims it will do. It must be emphasized that the policy covers only liability imposed upon the insured by law for bodily injury or property damage. Also that this policy

like all other liability insurance policies, does have certain "exclusions," the principal ones relating to:

1. Liability of others assumed by the insured under any contract or agreement.
2. Employers' liability and workmen's compensation.
3. Property owned or used by or in the custody or control of the insured.

The products liability policy itself, unless endorsed, usually protects only the named insured. The insurance company, therefore, is neither legally nor morally obligated to undertake the investigation or defense of claims, except those brought directly against the named insured. However, other interests may be covered by endorsement of the policy for an increased rate.

Usually, when a retailer is held liable for a claim based on express or implied warranty he seeks reimbursement from the manufacturer or distributor on the grounds that he, the retailer, is not responsible for conditions in the product causing injury. Under these circumstances, the manufacturer or distributor desiring to retain the good-will of his customer, the retailer, may feel it expedient to make reimbursement for the cost of the claim. To cover such cases, there is available to manufacturers or distributors a sup-

plementary protection known as vendors' coverage. Vendors' coverage usually requires a 15% increase.

The premium for most classes of risks is based upon sales, meaning the gross amount of money charged for goods and products. The rates apply to each \$1,000 of sales. The rates for bodily injury coverage range from ten cents per \$1,000 for the less hazardous risks up to \$1.00 or more for the extra hazardous risks. The rates for property damage coverage range from one cent up to \$1.00 or more.

How to Set Premiums

In some cases the premium is not based on sales but is based on some other unit of exposure such as each 1,000 tubes, tires or wheels; or each 10,000 fillings for bottling risks; or each 10,000 gallons for distilled beverages; or each 1,000 barrels for flour manufacture.

There are many classifications of products for which no manual or published rates have been provided. Such risks must be rated individually after full facts concerning the products are submitted to the insurance company. The minimum premiums for the policy range from \$15.00 for the bodily injury coverage and \$5.00 for the property damage coverage up to \$100.00 or more for the extra hazardous risks

A Portfolio of Sales Control Forms



Part II

In the April 1 issue of Sales Management we presented an article designed to aid companies that are re-appraising their sales control forms.

With it were included reproductions of some typical forms being used for various purposes by companies in varying lines of business.

On the following pages are more samples, each of which seemed to the Editors of SM to embody some idea or feature which other firms might find adaptable.

Part III of this presentation, scheduled to appear shortly, will feature a dozen or more ideas for salesmen's expense control.

SALES MANAGEMENT

TRAVEL EXPENSE[illegible][illegible]

RECAP OF WEEK'S ACTIVITY

ALL-IN-ONE JOB: Amity Leather Products Co., West Bend, Wis., has a new combination weekly sales and expense report booklet which is designed to head off the objections so many salesmen have to a variety of "paper work." Booklet is 4 1/2x7 1/2" in size, is used in two slightly different versions, one for wholesale division, one for retail. (Shown here are pages from wholesale form.) Says Vice-President Dickinson: "This plan has worked out quite satisfactorily . . . every salesman is anxious to get his weekly expense check, but under our policy he gets no check unless we have his report. We now have the opportunity to check the sales and expense reports at one time, and I feel this gives the sales manager a better composite picture of his men's activities."

Troy Laundry Machinery Div. of American Machine and Metals, Inc. classifies and keys its equipment at the bottom of a 4x6" form, for speedy reporting. Carbons of different color go to division and district offices. salesman keeps one for his own records.

Total Sales
 Total Men's Sales
 Total Ladies' Sales
 Total Tobacco Accessory Sales
 Total Dealer Calls
 Total Dealer Sales
 Total Direct Druggist Calls
 Total Direct Druggist Sales
 Total Large Floor Cases Sold
 Total Small Floor Cases Sold
 Total Counter Cases Sold

Wondering what glamour gal...?!

Could be any deb, any starlet or any career miss under the chic chapeau, which features ruffles as a soft touch for brim trim . . . nifty on the neckline, too . . . indicates the trend to apparel accents—dickeys, peptums, ponchos. Couturier creations? Nope! . . . merely hints . . . for thousands of home girls . . . girls perfectly at home with needles . . . and new ideas!



Very contemporary prints

The Garner family out in Iowa discovered a decor darb—three handprints of the little Garners . . . matchless motif made by pressing progeny paws into sardine cans of soft plaster . . . let harden, remove casts, paint peach and hang. You'll be seeing copies coast-to-coast!

Gag for Flannel Mouths . . . Short course in confounding moths . . . simple procedure for putting away mittens, sweaters, skirts . . . tricks, with pix, on packing blankets for storage . . .

Buying Tips . . .
portraits of peacetime
pots and pans
. . . kitchen comers!



Saw For Fun . . .
plywood pinup girl . . .

For the Children's Corner . . . make double-duty furniture grow with kids . . .

All Around the House . . . sample: save wishbones to glamorize gift wrapping . . .

Treat Your Refrigerator Right . . .
care and feeding of coolers . . .

Spring Pies . . .
assembling America's
favorite dessert . . .

**Ground Meat
Treats . . .** meat balls
that ain't . . .



**Oh, Those
Aching Feet!**
. . . six exercises
for walking
on air . . .



Wondering what woman's magazine has all these articles, all these interests . . . so much service in one issue? . . . It's **SUCCESSFUL FARMING** . . . top woman's magazine to more than a million women in top farm families . . . on the top farms in the nation's top farm territory—the thirteen Heart States, plus New York and Pennsylvania . . . Women with more interests, naturally . . . more wants and needs . . . more to spend . . . who make SF a must medium to a major market . . . and the most medium for the money in America! . . . **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.

BRANCH REPORT

BRANCH _____

MONTH _____

REPLACEMENT SALES

CLASS	REPLACEMENT (BLUE)		DISTRIBUTORS (YELLOW AND BLACK)			TOTAL MONTH	TOTAL YEAR
	AUTO. BLUE	INDUSTRIAL GRAY	AUTO. YELLOW A	INDUSTRIAL YELLOW I	MINE YELLOW M		
A G B							
C J B							
BOWER							
TRADING							
TOTAL MONTH							
YEAR TOTALS							

BRANCH BONUS

	REPLACEMENT SALES	COST OF SALES	GROSS PROFIT	BRANCH EXPENSE	NET PROFIT	BONUS
A G B-C J B- BOWER						
TRADING						
MONTH						
YEAR						

ACCOUNTS RECEIVABLE

NO. OF ACCOUNTS	TOTAL AMOUNT DUE
NO. OF ACCOUNTS PAST DUE	AVERAGE NO. OF ACCOUNTS
TOTAL AMOUNT PAST DUE	BELOW AVERAGE
PER CENT PAST DUE	ABOVE AVERAGE

FORM 1RC 1817

BRANCH _____

INLAND RUBBER CORPORATION

DATE _____

TERRITORY NO. _____

SUPERVISOR'S REPORT

DATES WORKED (INCL.) _____

SERVICE ENGINEER _____

SUPERVISOR _____

DEALER SALES TOTAL \$ _____

	NUMBER CONTACTED	NUMBER SOLD	GRADE EACH OF FOLLOWING "A" GOOD— "B" FAIR —"C" POOR	CHECK (X) PROPER BOX
SERVICE STATIONS			1. CONDITION OF CAR	1. CORRECT MENTAL ATTITUDE: CONSCIENTIOUS WORKER: COOPERATIVE
GARAGES			2. CONDITION AND COMPLETE- NESS OF SAMPLES.	2. SELF-SATISFIED: IMPROVEMENT POSSIBLE: CARELESS
CAR DEALERS			3. WORK PLANNING	3. MEDIOCRE; WILLING: NEEDS MORE TRAINING
IMPLEMENT DEALERS			4. PROMOTIONAL MATERIAL AVAILABILITY AND USE	4. LAZY INDIFFERENT: BAD HABITS
COMM'L VULCANIZERS			5. NEW PRODUCTS ACTIVITY	
HARDWARE STORES			6. NEW JOBBER ACTIVITY	
AUTOMOTIVE JOBBERS			REMARKS	
SPECIALTY JOBBERS				
HARDWARE JOBBERS				
MISCELLANEOUS				
TOTALS				

REQUEST FOR *INLAND* ADVERTISING

DATE _____

PLEASE SHIP TO _____

(Be Sure Customer's Name and Address Are Correct)

QUANTITY	FORM NUMBER	IMPRINTED "YES" OR "NO"

IMPRINT LAYOUT
COMPLETE FIRM NAME & ADDRESS; PHONE NUMBER
OR SLOGANS, IF DESIRED. (Re-Check Carefully)

SALESMAN

IAD-1003 (OLD NO. 1805) 0629-1044

KEEP THIS
COPY

ADVERTISING REQUISITION

DATE _____

TERR. No. _____

Please ship to—

STORE _____ No. _____

ADDRESS _____

CITY _____ STATE _____

ATTN. OF _____

ITEM	NO.	SIZE	QUANTITY	SHIP HOW
COUNTER RACK				
UNDER COUNTER				
ORDER BOOK				
LISTING SHEET				
COLOR CARD				
INSTRUCTION BOOK				
WINDOW DISPLAY				
OVERHEAD CARD				

Req. No. 500

NEW YORK WILL ADVISE YOU
WHEN SHIPMENT IS MADE BY
RETURNING NUMBERED STUB



SHIPPED WHEN

HOW

A Portfolio of Sales Control Forms—Part II

SUPERVISOR AND BRANCH REPORTS:

(Left) The branch report form used by Inland Rubber Corp. provides a quick summary not only on monthly sales totals (what and to whom), progress toward year's objectives, and state of credits, but keeps a running record on sales costs and profits. (Left, below) The supervisor's report includes items which reveal how well-rounded a sales job is being done by an individual salesman, checks his attitudes.

SALESMEN AND ADVERTISING: Here are two simple forms which make it easy for a salesman to order advertising and promotion materials. Top, by Inland Rubber Corp., lower, Slide Fasteners, Inc. The latter includes a numbered stub for a report back to the salesman on follow-through by the home office.



To the Advertising Man Who Figures Percentages

In any direct mail campaign, it's the percentages that count...the returns. Yes, and always there is that small difference in percentage that means either success or failure.

That difference could lie in the paper you use for letterheads and envelopes. After all, given a good piece of copy, you can't expect it to do as well on a dull, flimsy sheet of paper as it would on a sheet that is clean, fresh, crisp and full of life and business.

So, try Atlantic Bond for sales letters. Use this smart, genuinely water-marked paper for your letterheads and envelopes and keep your percentages up.

*Atlantic
Bond*

MADE BY
EASTERN CORPORATION
BANGOR, MAINE

SALESMAN'S REPORT

COMPANY NAME

Address

City

Principal Party Contacted

Safety Brands Handled

Oxy-Acetylene Reseller

Number Salesman

S.P. Used:

Date of Call

Safety Dealer

Welding Dealer

Consumer

Others

Welding Brands

Territory Covered

Product or S.P. Meeting Held

Subject

Direct by Mail

Visual Displays

Adv.

Other (Explain)

Our Inventory:

Torches

Regulators

Accessories

Goggles

Face Shields

Helmets

Lenses

Plates

Casting Flux

Other items our mfg.

Did you order?

YES

NO

If not, Why?

Length of Call

General Business Conditions Here:

Good

Fair

Bad.

Explain Unusual Changes:

Did you make Consumer calls with Dealer's Salesman?

YES

NO

List Firm Names and Location

1.

City & State

Order Secured

YES

NO

2.

City & State

Order Secured

YES

NO

3.

City & State

Order Secured

YES

NO

4.

City & State

Order Secured

YES

NO

REMARKS:

White—Division Manager's Copy
Yellow—District Office Copy
Blue—Salesman's Copy

TROY
CALL AND PROSPECT RECORD

Salesman
District

Date
Territory

Firm

Street Address

City and State

Individual

Class of Business

Title

NOTE: When requesting quotations or layouts, be sure to specify how many machines, size and kind, electrical characteristics, accessories, installation details, floor space, location, F. O. B. point, possible terms, trade-ins. Attach letter to this record, if necessary.

Remarks

SEND

Catalog

Circular

Letter

Prices

See Remarks

FOR SPECIAL REPORT, USE REVERSE SIDE

Form 212 10M-11-46C

Check below equipment in which prospect is interested.

Control	Extractor		Filter	Ironer	Jobbed		Presses		Shirts	Still	Tumbler		Washer		Misc.		Prospect	
	D.	C.			D.	C.	D.	C.			D.	C.	D.	C.	D.	C.	Now	Later (Date)

A Portfolio of Sales Control Forms--Part II

SIMPLE, BUT THOROUGH: Companies selling industrial products have a more difficult job than makers of consumer items when it comes to designing control forms. Dockson Corp., Detroit, makers of welding and cutting apparatus, get many facts in a salesman's report which makes full use of checking devices, cuts writing time.

Promotion

Opportunities in Michigan

The Battle Creek Enquirer and News is offering a booklet, which is a reproduction of its latest sales presentation—originally in easel form. For those to whom the verbal sales story has been presented, the booklet—"The Sales Opportunities in Battle Creek, Michigan"—is intended as a file copy. For those others, out of ear's hearing, the newspapers are offering a copy of the booklet also. It contains information as to Battle Creek's size,

its industries, retail sales, effective buying income (figures by SALES MANAGEMENT), etc. Write R. H. Newcomer, advertising manager, for your copy.

Microfilming in Business

"50 Billion Records Can't be Wrong," a new booklet which tells the story of microfilming in business and industry, is offered by the Recordak Corp., subsidiary of Eastman Kodak Co.—which first introduced microfilming. The booklet explains microfilm's fundamentals—tells how its use avoids costly storage space, pre-

serves valuable records, speeds up reference to office records. One of the first pages of the booklet a sample microfilm graphically tells a story. On a piece of 35 m.m. microfilm a large and complicated blueprint has been faithfully reproduced. Write Eastman Kodak Co., Editorial Service Bureau, Rochester 4, N. Y.

Pour L'Homme

Glamour, the magazine for women, seems to know all about men too—especially their preferences. They've released a tongue-in-cheek brochure, "For Men Only," which manages to make some sense in spite of the light touch. To discover what kind of women men go for, the magazine felt the pulses of 500 executives from *Poor's Directory*, 500 seniors in 11 colleges, 400 military men. The results of all this eavesdropping may not solve the Atomic Bomb controversy but it does provide pertinent answers to such questions as what men notice about a gal first, who chases whom (66.8% of the men prefer to do the pursuing), and the chief bones of contention about female behavior. Riotous cartoons by Leonard Shortall point-up the salient facts. Lady readers (men too, if they'd like to know how they measure up) may have a copy by addressing Porky Stowell, advertising manager, 420 Lexington Avenue, New York City.

One Road to Success

WOWO, the Westinghouse Radio Station in Fort Wayne, feels that there's but one road to success—Merit. To prove their case they are offering a brochure which mentions the many awards the station has been presented for Merit alone. A clever little mail sack, at the brochure's end, holds a sheet of photostat letters from some of the WOWO advertisers, commending the station for its drawing power, cooperation, and so on. WOWO will send along a copy to requestees.

S. M. Tips Its Hat . . .

to Fawcett Women's Group, for "Everyone Loves His Mother . . ." a bright little promotion piece in the form of a school slate. It highlights the fact that the Fawcett Women's Group has the biggest mass market of young mothers. You can get a copy by writing Fawcett Publications, Inc., 295 Madison Avenue, New York City 17 . . . to Boston's *The Record-American-Advertiser* for its "Promotional Plans Calendar for June, 1946." It contains a news digest for retail store executives, circulation-line rates for Boston daily and Sunday newspapers.

SALES MANAGEMENT

1946 EDITION • OUT NOW • ACTUAL SIZE 7 x 10 INCHES

INDUSTRIAL DIRECTORY OF NEW JERSEY

Want to Do Business In New Jersey? Here's How!



12,500
Prospects

3,500
Products

NOW IN ITS
45th YEAR

Actual Size 7 x 10

The Answer Book to a 5 Billion Dollar Market

906

Pages Jammed Full of Up-To-Date Information and Statistics About New Jersey's Industrial Resources and Facilities

906

New Markets • New Customers

Indispensable as a Mailing List, a Prospect List, a Sales Guide, a Buyer's Guide or a Reference Book to every Executive, every Purchasing Agent, every Sales Manager in every Home Office and in every Branch Office everywhere. Only Directory of its kind published about New Jersey and what it makes.

Limited Edition

\$10.00

Limited Edition

Per Copy

Write, Phone or Telegraph Your Order Today

New Jersey Industrial Directory

400 - 38th Street
Tel. Market 2-1712

Union City, N. J.
LOngaore 5-3634

Union City, N. J.
Union 3-2000

DOOR OPENER TO 5 BILLION DOLLAR MARKET

12500 PROSPECTS • 3500 PRODUCTS • 906 PAGES

[104]

How to bring out the gypsy in a CATERPILLAR!

FEEDING on the tender new foliage of shade trees brings out the gypsy in a caterpillar. In no time at all he's a full-grown gypsy moth—at the expense of the tree he's fed upon. How to control and get rid of this pest is one of the services HOLLAND'S Magazine renders to its readers. In each issue are pages of gardening information, pointed specifically to the needs of every section of the South... it is the *one* magazine that times its information to the South's own planting and growing seasons. And because Southerners cherish their beautiful yards and gardens, HOLLAND'S gardening pages are especially popular. That is why, when you want to reach the South, your ad in HOLLAND'S will get intense reader interest. For complete coverage of the 15 Southern states—the nation's most rapidly developing and fastest growing market—use HOLLAND'S, *the Magazine of the South*.



CONSTRUCTION IN THE SOUTH TOTALS \$130,049,000 FOR FEBRUARY, 1946*

Significant of the tremendous activity concentrated in the South is the heavy construction now under way. February alone saw \$130,049,000 construction contracts awarded. Private building, more than one-half residential, and heavy engineering awards are boosting Southern construction to a high level. Industrial construction, highway, public buildings and dam projects are among the many jobs under way. This means more business, more jobs and more money for the already wealthy Southland. It means a fertile field for the advertiser who reaches the South now and reaches it with HOLLAND'S for complete coverage.

*Manufacturers Record, April, 1946

Holland's
The Magazine of the South

DALLAS, TEXAS

Branch Offices: 52 Vanderbilt Ave., New York • 75 East Wacker Drive, Chicago • 205 Globe-Democrat Building, St. Louis • 1895 Monroe Drive, N.E., Atlanta. West Coast Representatives: Simpson-Reilly, Ltd., Russ Bldg., San Francisco Calif. • Garfield Bldg., Los Angeles, Calif.

Is Lack of Management Breeding Rebellion Among Sales Forces?

Are your salesmen breaking out in fits of temperament? Are they restive, uncertain, unresponsive? Maybe it's your fault. Absorbed in management worries, many top executives have forgotten how much salesmen need guidance, particularly in facing new problems.

BY BURTON BIGELOW

*Burton Bigelow Organization
Management Consultants
New York City*

I have just returned from a trip during which three of my sales manager friends have complained to me, each in his own words, that his group of salesmen are "certainly hard to manage these days."

By their language, it is clear that, subconsciously at least, these sales managers are blaming this condition on their astrological destiny, on the Truman back-wash from the New Deal or on the emotional reaction from the war. In other words, instead of analyzing this seeming unmanageability and tracing it to its causes, these sales managers are accepting the situation as inevitable—a condition to be complained of, but also to be endured until it "wears out."

Forgotten Art: Management

I know all of the salesmen in these three sales groups, and it is my belief that instead of being hard to manage, as their managers complain, they are actually suffering from an almost complete lack of management.

In other words, I believe not only that salesmen have forgotten how to sell, but also that *managers have forgotten how to manage!* As a check on this opinion I asked each of these sales managers to indicate the visible symptoms on which they based this judgment that salesmen today are excessively hard to manage.

Here are some typical replies:

"Well, Joe wrote in from South Bend, asking where he ought to route himself next week. He should know that without asking me. He isn't a kid in this job."

Another: "Bill admitted he ducked the job of calling on Morse Electric and Foster Hardware, because he

feared they would give him the devil about delayed deliveries. He used to have more guts than that—and besides there are a dozen jobs to be done for both customers—jobs that Bill could just as well have done while he was there."

Still another: "Take Ed Smith, one of our hardest workers pre-war. Now he starts late, quits early, takes Saturdays off, is dilatory about reports, constantly complains that he hasn't the dope he needs to satisfy customer's gripes. He never acted this way before—he's just turned into a prima donna, that's all."

As I studied these and other answers from sales managers, it was clear that their salesmen weren't intrinsically harder to manage—they were more confused than ever before. They were meeting what seemed to be *new* problems for the first time. New problems always confuse even the able man, because he does not distinguish between repetitive problems which he knows how to handle and new problems for which he must work out new solutions. Until he gets a suitable solution he is puzzled and unconfident.

Salesmen Are Rusty

It must be remembered that all salesmen are rusty, whether they are novices or veterans. They won't admit it, even to themselves, but the fact is most of them go back into active selling a little uncertain of their own prowess.

Then, too, conditions are chaotic and confusing. Objections from customers are not about the merchandise they're asked to buy, but about the goods they've bought—and haven't received.

Under today's conditions, salesmen need more management, more contact, and more leadership than they have needed at any time since the dreary days of the depression.

They need four aids from management:

1. Accurate, up-to-the-minute information about happenings within the company.

2. Sympathetic recognition by management of today's peculiar field problems and suggestions for dealing with them.

3. Repeated restatements of management's policies and objectives, to reassure them as to their eventual destination.

4. Definitive plans and step-by-step programs telling them *just what to do* with their time and energies.

Instead of reading the oft-conflicting opinions of the Washington, D. C. crystal-gazers as found in the flood of news letters from that city of confusion, sales managers could really accomplish a worth-while aim if they would issue a personal weekly news letter to their own salesmen. What's new this week? What's different than it was last week? What new regulations or interpretations have emerged to complicate further the already overwhelming snafu? What is the company planning to do about them? What are competitors doing? What can the sales force do?

Aids for Today's Sellers

First: These questions — mostly *news* questions, you will observe—can be answered inexpensively and very effectively in a brief Sales Department News Letter.

Second: Every week, let the sales manager write at least one understanding letter to every salesman—a letter recognizing that the situation in certain sectors is cock-eyed and contradictory—a letter admitting that the field selling job has its sour sides even in today's sellers' market.

Third: Let both the news letter and the personal correspondence reiterate that management's policies and objectives remain as previously stated. Admit, if need be, that management is sometimes pushed off its own stated policy track by material shortages, labor troubles, OPA price restrictions and the like—but repeat that the basic objectives and policies haven't been changed. This helps the salesman to answer policy questions and makes him feel that he knows where he is going, because, in effect, he is "on the inside."

Fourth: Let sales managers take personal responsibility for seeing that the field force has a well planned, well

scheduled, clearly assigned program of specific duties. It is indeed a rare worker who "knows how to find his own work." It is management's responsibility to "find the salesman's work" for him; to assign the tasks to him, no matter how obvious these seem to management, and to schedule start and finish dates and get reports on progress or completion.

Salesmen, today, need to have a program officially outlined by management; they need to be sold on its importance; their work needs to be scheduled and reports demanded.

Needed: More Leadership

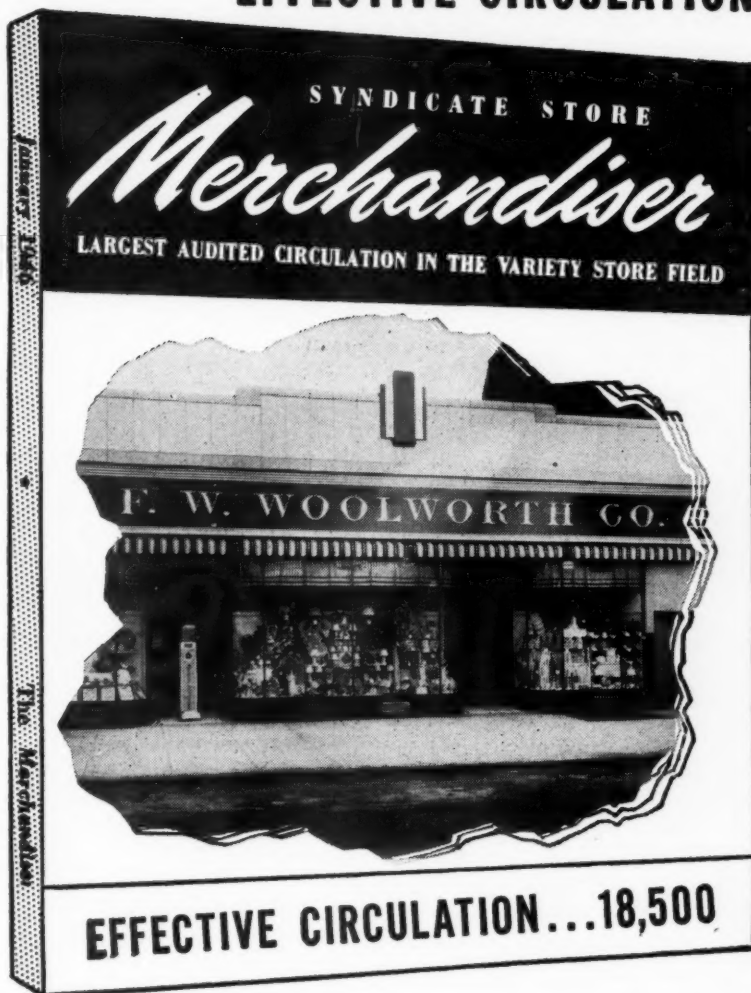
Today's salesmen are no more difficult to manage than they ever were; in fact, current experience indicates that they respond to strong, confident, sympathetic and demanding (yes, I said demanding) management more readily than in normal times.

They hunger for more, not less management. They yearn for leadership to point the direction, to reassure them that both the company and themselves are on the chosen road, and that that road is the proper road to travel.

To sales managers who have proved in the past that they know how to manage—yes, *really* manage—a sales force, I would ask: "What are you waiting for now? Let's get back to managing the field force. There is never a time when salesmen can do without management, any more than there is a time when industry can do without selling."



NOW UP TO **18,500**
EFFECTIVE CIRCULATION



SYNDICATE STORE MERCHANDISER Now Delivers Extra 2000-Copy* Circulation Bonus

Now you can reach 18,500 key buying and merchandise-ordering personnel—covering all the *worthwhile* Variety Syndicates... a circulation of 2000 more hand-picked readers selected from thousands of applications that piled up during the paper shortage.

The "MERCHANDISER" now delivers nearly twice the effective audited circulation of any other publication serving the two billion dollar Variety Store market... at the lowest cost any way you figure it!

*This is a real circulation bonus
... no advance in rates.



HEADQUARTERS FOR VARIETY STORE MARKETING DATA

JUNE 1, 1946

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ENGINEERING APPROACH TO SALES

How Technical Booklets Awaken Buying Interest

The Booklet	Comments	Where to Get It
Beyond a Shadow of a Doubt	This legal phrase makes an apt sales promotional slogan for optical comparators, which project the outline of a part being inspected on a screen containing the master outline. Since engineering service usually is involved in the sale of comparators, the booklet stimulates prospective users to ask Jones and Lamson for specific recommendations on how to use these devices. The booklet explains with photographs and easy-to-understand engineering text the principles of optical comparison and shows some of the hundreds of parts which can be inspected optically.	Jones & Lamson Machine Co. Springfield, Vt.
Let Lewyt Do It	How can you sell industrial "know-how?" The Lewyt Corp., fabricators of metal goods, has found one of the ways to be its 48-page booklet "Let Lewyt Do It." It's a device to place the story of Lewyt's contract manufacturing service before groups of executives who decide whether to manufacture a product themselves or to place the business with a contract manufacturer. The sales department offers Lewyt's "packaged production" to manufacturers in need of "an intricate component or a complete product." Under the heading "The better the workers . . . the better the work," Lewyt devotes four pages to explaining its industrial relations policy.	Lewyt Corp. 60 Broadway Brooklyn 11, N. Y.
GE Mycalex	This combination technical manual-catalogue is a sales promotional booklet that has follow through—it shows prospects how to insure prompt engineering service when they place orders, or request GE to furnish further information. Among the 18 questions in the "How to Order" form is one which serves as a constant check on competitive materials: "Why is present material unsatisfactory?" The answer to this and the 17 other questions guide GE in recommending uses for Mycalex, a stone-like product composed of ground mica and special glass for electrical insulation.	General Electric Co. Chemical Department Pittsfield, Mass.
Case Histories to Aid You in Blue-printing Conversion to Peace	This sales promotional booklet employs the favorite technique of the sales engineer: Case histories. For industrial promotion, it's a "best-seller"—10,000 copies have been distributed. Each of the 17 case histories presents a basic problem of materials handling. Each description is limited to one page; this states the problem, solution, result, and postwar applications. Only the basic principles involved are presented inasmuch as companies whose interest is aroused by the booklet would need the assistance of sales engineers in planning specific installations. Solutions of the 17 basic problems are illustrated by plant layout drawings, actual photographs, and in-plant sketches where an actual photograph might not make the point clear.	Lamson Corp. Syracuse 1, N. Y.

Break thru the fence and hit...

AMERICA'S 14th MARKET

You have to watch some markets as a cat watches a mouse—but not Westchester.

Westchester is watching for *you*! It's watching the products offered in the Westchester newspapers. A consistent campaign will kick the pickets out of the fence and let you in on one of the richest markets in America—\$746,000,000 of spendable income.*

Twelve of the states you travel don't come up to Westchester food volume. **Ten** states don't hit the Westchester drug and cosmetic volume. **Eight** states don't equal Westchester in building material volume.

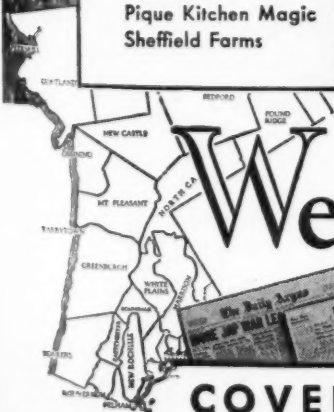
Don't you think you ought to put the Westchester newspapers on your list?

**Sales Management Buying Power Survey 1945.*

Represented Nationally by the KELLY-SMITH COMPANY : New York

A FEW ADVERTISERS WHO HAVE CASHED IN ON THE RICH WESTCHESTER MARKET:

Oakite
Wilson Products
Libby Baby Foods
Post's Raisin Bran
Hostess Cup Cakes
White House Coffee
Mott's Cider
Heinz Sauce
Pique Kitchen Magic
Sheffield Farms



Westchester Newspapers



COVERING THE 14TH MARKET IN AMERICA

JUNE 1, 1946

[111]

A Creed for Manpower Standards

1. Full time, straight commission salesmen shall not be employed beyond a brief training period unless their earnings net them a living wage.

2. Changes in salesmen's compensation or territory shall not be definitely established without prior consultation with the men affected.

3. No Sales Manager shall maintain a limit on the earnings of commission or bonus salesmen without so advising them at the time of their employment.

4. When selecting salesmen for promotion, no judgment as to their relative abilities shall be completed without both knowledge and consideration of the sales potentials in the territories involved.

5. Salesmen shall not be expected to forego whatever vacation and working conditions apply to other comparable employes in the same company.

6. No Sales Manager shall set up so-called "House" or "No Commission" accounts unless justified by conditions and clearly defined in advance of solicitation.

7. Paper work shall not be required of salesmen unless its value can be clearly justified to them.

8. Salesmen shall not fail to participate in whatever benefits apply to other company employes in the form of job or income security, up-grading, seniority, or comparable policies.

9. No exceptions from uniform expense reimbursement policies shall be made unless based on easily defined variations in conditions.

10. No Sales Manager shall fail to maintain a sharp distinction between his salesmen's earnings and expense allowances, and shall discourage any system which shows his salesmen either a profit or a loss on his expense account.

11. No Sales Manager shall risk later misunderstandings through failure to confirm by contract, agreement, or letter, the general terms of his salesmen's basis of employment.

12. No salesman shall be asked to work without compensation during his initial training period.

13. Quotas shall not be used unless—(1) Salesmen may know how their figures have been determined, and (2) The figures are based on either accurate and adequate criteria or on reliable seasoned personal judgment.

14. Sales Managers shall not continue to employ any salesman whose health or well being gives evidence of being prejudiced by the nervous tensions involved in his work.

15. Sales Managers shall never threaten loss of employment or use "fear" psychology as a form of pressure to achieve results.

16. No Sales Manager shall fail to provide for a simple and prompt method of considering the real or fanciful grievances of any salesman, wheresoever he may be located.

N.F.S.E. Offers First Draft of Fair Employment Practices for Salesmen

Based on preliminary findings from the membership of eighteen sales executives clubs the country over, the committee appointed two years ago by the National Federation of Sales Executives made its first report at last month's annual meeting. Herewith a summary.

BY PAUL HEYNEMAN

*Vice President and General Sales Manager
Eloesser-Heyneman Co.
San Francisco*

Salesmen's Standards

Enough salesmen in the United States suffer from unfair employment practices in greater or lesser degree to give rise to justified dissatisfaction; the occasion for dissatisfaction increases as times are harder and "grippers," justified or unjustified, cannot be insulated against affecting the majority.

The National Federation of Sales Executives has found double occasion for concern in the situation:

1. Certain individuals are deprived

of their human rights which come under the head of "Life, Liberty, and the Pursuit of Happiness." The majority of enlightened employers who have no part in the unfair practices nevertheless are made to suffer in the long run when employes exploited by the unfair employers rebel and eventually infect others with rebellion. In the present stage and state of our economy this rebellion is most likely to take the form of a drift to unionization.

On the plane of humanity, the desirability of supporting fair employ-

ment practices for salesmen is obvious and unarguable. On the plane of business interest it is evident that management could not subscribe to conditions which would result in its losing control over such key employes as salesmen, or result in a divided loyalty. This loss of control, or divided loyalty, would follow unionization of salesmen in the opinion of most people (including even some union heads).

Most enlightened business managers concede the desirability of setting up and practicing voluntary standards of fair employment. But those employers who will not subscribe to the voluntary method must be convinced that failure to do so will inevitably result in their being compelled to adopt standards either by Government or by Labor—by legislation or by unionization. That is why the union question is raised as background in this editorial preface even though it was not a part of the research for the report Paul Heyneman presented last fortnight at the annual meeting of the National Federation of Sales Executives.

Mr. Heyneman is chairman of the Federation's committee for the development of standards for fair employment practices. On this and the following pages are presented the highlights of the report and the summary of the survey findings.

The Federation two years ago undertook consideration of employment standards for salesmen as now practiced. Out of the early discussion grew a realization of the need to develop "a plan for discouraging such practices as might form the most likely basis for dissatisfaction of salesmen either now or eventually." A preliminary report made six definite recommendations:

1. Set up a proper working definition of a "salesman" so we will know whom we are talking about.
2. Classify salesmen according to
 - (a) Types of sales routine.
 - (b) Relationship with employers.
 - (c) Methods of compensation.
 - (d) Work done other than selling.
3. Conduct a widespread and thorough analysis of employers' problems relating to salesmen.
4. Develop a reasonable understanding of salesmen—quantitatively and qualitatively.
5. Bring all salesmen's complaints, real or fanciful, into the open for analysis.
6. Tabulate all employers' policies relating to salesmen which might be considered unwise.

Discourage Bad Practices

To attain the second objective—discouragement of bad practices—the committee suggested:

1. A Creed of Minimum Standards which might be universally accepted by all employers of salesmen.
2. A Campaign to persuade every employer of salesmen to accept this Creed as his own.

Serving on the committee to work out these objectives are one man from each Sales Executives' Club (of which there are 57) whose "intelligence, interest, experience, and forcefulness would enable him to make the greatest possible contribution."

Out of the research and analyses of the committeemen and chairman, a ballot was evolved whose aim was to uncover the prevailing attitudes and practices of sales management towards salesmen: Out of this questionnaire comes this following report and a proposed creed.

[The report was to have been the final one of the committee, but because only 18 of the clubs have so far reported, with six due to hold meetings shortly and others at a later date, Mr.

Heyneman prefers to call this a Progress Report. At the same time, he believes that the material contributed to date represents a large and varied enough cross section to permit tentative conclusions to be drawn, and his personal opinion is that later returns are not likely to greatly alter the outlines of the general picture which emerges from the researches of the committee so far.—THE EDITORS.]

EARLY in the study undertaken by the Fair Employment Practices Committee, we recognized the need for uncovering facts and it was decided that a questionnaire type of ballot was the best means of doing this. Out of 47 questions proposed, 30 were selected to go on the ballot and on these 30 questions, members of 18 clubs have so far expressed themselves. The number includes New York and San Francisco, and a representative cross section from the country in between. Percentage returns from this balloting are given herewith (see page 120 and following) so that those interested may draw their own conclusions, but comments of the writer accompany the results.

In studying these results it is well to bear in mind that the employment standards of sales managers who are affiliated with a sales executives' club are probably higher than of those not so affiliated. For this reason, any weaknesses brought out in these figures would apply to an even greater degree generally. The ballot tabulation could not account for variations according to types of industry. In considering the total responses, this blanketing together of every conceivable commodity and service must be constantly borne in mind.

The ballots were answered by sales managers classified as follows:

Business Owners	14%
General Sales Mgrs.	47%
District Sales Mgrs.	25%
Other	14%



N. F. S. E. Approves

At one of its opening sessions the National Federation of Sales Executives approved of Mr. Heyneman's report. A committee was instructed to prepare a final report together with a final draft of the creed.

The Sales Executives Club of New York obviously had a higher percentage of general sales managers than the national average. However, this did not affect the total figures unreasonably.

A remarkably uniform point of view is indicated by the balloting throughout the country. This applied even to the smallest clubs. This gives additional evidence of authenticity to the figures, which are not unduly weighted by any one of the larger clubs.

In considering the results it is exceedingly important to put proper emphasis on the minority figures. In most cases it is the minority whose standards of employment might be questioned. Therefore, these figures are of particular interest. As we pointed out in the letter which accompanied the ballots, whenever a sales manager (no matter how successful his business), maintains an anti-social policy, he prejudices the interests of us all. The closer such policies are to our own industry or to our own community, the greater source of danger they become. However, they have a cancerous effect wherever they are. Think, if you will, of the irreparable harm to selling if some popular columnist should expose a few cases of what he might describe as the "exploitation" of salesmen.* If this should happen now, when some newly released veterans might be involved, each of us would feel the repercussion of such publicity, regardless of how lily-white may be our own policies.

In summing up, I should like to make a few personal comments. It is not surprising that as I got deeper into this subject the more I realized that it

* For the purposes of the study a salesman was defined as a "person who PERSUADES people to meet a need through the purchase of a given product or service." This obviously eliminated many sometimes called salesmen whose work is mainly that of truck driver, delivery or repair service employe, or those engaged in demonstration or display. It is perhaps worthy of note that this narrowing of the definition of salesman leaves few who have so far been affected by unionization.

THE OUTSIDE* AUDIENCE IS BIG

on the Pacific Coast, too!

***Approximately half the retail sales on the Pacific Coast are made outside the counties in which Los Angeles, San Francisco, Oakland, San Diego, Portland, Seattle and Spokane are located—only Don Lee covers the OUTSIDE as well as the INSIDE half... a C. E. Hooper 276,019 coincidental telephone survey proves it.**

IF YOU'RE HUNTING for more radio listeners on the Pacific Coast, don't overlook the 5½ million people of the *outside* audience. All four networks cover the *inside* or 7 major metropolitan county areas, but Don Lee is the only network that completely covers the outside area as well.

The reason is plain to see when you look at a map. Most markets on the Pacific Coast are surrounded by mountains up to 15,000 feet high—perpetual natural barriers to the long-range broadcasting of other networks. Don Lee, however, with 40 stations, broadcasts *from within* each of these mountain-surrounded markets.

The *outside* audience is not only big in numbers, it's big in buying power, too...spending 4 of the total 8 billion dollars in Pacific Coast retail sales each year.

Make sure you cover both big markets, *inside* and *outside*, when you buy radio time on the Pacific Coast. The only way you can do it is: Buy Don Lee. More than 9 out of every 10 radio families on the Pacific Coast live within 25 miles of a Don Lee station.

EXAMPLE NO. 2 : EUGENE, OREGON

An exclusive Don Lee outside market

TOTAL RETAIL SALES \$36,244,000

Sales Management, 1945, Survey of Buying Power

The Nation's Greatest Regional Network



Mutual
DON LEE
 BROADCASTING SYSTEM

THOMAS S. LEE, *President*
 LEWIS ALLEN WEISS, *Vice-Pres. & Gen. Mgr.*
 SYDNEY GAYNOR, *General Sales Manager*
 5515 MELROSE AVE., HOLLYWOOD 38, CAL.
 Represented Nationally by John Blair & Co.

**Building
SUPPLY NEWS**

is

FIRST

AMONG LUMBER AND BUILDING MATERIAL DEALERS

Acknowledged Leader
by Readers and
Advertisers

- ★ IN CIRCULATION
- ★ IN ADVERTISING VOLUME
- ★ IN EDITORIAL INFLUENCE
- ★ AND LEADERSHIP

45,832 Extra Readers to Dealers' Employees—by Survey

As up-to-date and progressive as any department store is Long-Bell Lumber Co., Longview, Wash., "department store for the home." Here is the spot where prospective home owners and remodelers will come to do their postwar purchasing.



BUILDING SUPPLY NEWS 59 E. VAN BUREN ST.
CHICAGO 5

MERCHANDISING DISPLAYS
with Beauty, Function and Force

*Sell through
3 dimensions*



**DISPLAY
GUILD**

Associated with
FORMED PRODUCTS COMPANY

85-09 57th Avenue
Elmhurst, Queens, New York

Enrich your merchandising efforts with the greater vitality that springs from 3 dimensional displays. Planning, designing and fabricating point-of-purchase displays is Display Guild's specialty. Our study-to idea-to construction service includes metal merchandisers; stands, cabinets and dispensers in a wide variety of materials; also dioramas, interiors, business exhibits, etc. Display Guild will be glad to aid in developing your post-war displays now.

Designers and Fabricators of Metal, Plastic and Wood Displays for Counter, Window and Floor • Business Exhibits

was no academic study nor mere search for information. I became more aware of the fact that a large number of our American sales managers don't realize, even now, that they play any part in our over-all labor picture.

It is true, of course, that salesmen are not laborers; it is also true that most of us are enlightened and most of our men work under good conditions. Most of our salesmen are well paid. So, you quite properly ask yourself: "What more can I do?" I say that if American sales managers do nothing more than that, they are riding for a fall. I don't care how fairly your salesmen are treated, or how well your salesmen are paid. What I do care about, and what I urge you to care about, is whether the man across

100% National Brand-er

"I believe the future of merchandising depends upon nationally advertised brands. So, as men's furnishings distributors (we used to be 'dry goods jobbers') we'll soon be 100% on national brands. It's better for us, and I'll tell you why." Calm, dark-eyed Gilbert Ades, president of 71-years-old Simon Ades' Sons of Louisville, Ky., explains: "If you handle nothing but national brands you can concentrate on leading dealers in a town . . . people who pay their bills. You buy on 30-days; your customers discount their bills in 30 days; you borrow no money; you have few credit difficulties. Your average margin may be smaller but turnover is faster. All in all, it's better business."

the street—yes, and your competitor too—is fair to his salesmen.

We are dealing here with a broad social problem. Our salesmen are identified socially and economically with certain groups. The well being of their particular group interests those men of yours, and I urgently recommend that it should interest you as well. You and I are sometimes inclined to refer to our work in the field of sales management as a "profession." Here, surely, is a made-to-order chance for us to prove it. Interest yourself in fair dealing and decent standards for all salesmen. After your own firm, tackle the situation in your own industry. Then work on your own geographical area. As I see it, this is your business; it is for your protection; it is your professional duty.

SALES MANAGEMENT

Number ONE

*in circulation—
advertising—
public service*

San Francisco Examiner
Monarch of the Dailies
AMERICA FIRST
FOR THE AMERICAN PEOPLE
REG. U.S. PAT. OFF.

for more than 50 years the leading newspaper in its field

NATIONALLY REPRESENTED BY THE HEARST ADVERTISING SERVICE
JUNE 1, 1946

[119]

N.F.S.E. Findings on Manpower Policies

(See article beginning page 112)

A. COMPENSATION

Please note that this question does not ask which form of compensation the balloter is using in his own firm—but which one he considers fairest to salesmen.

- Which of these forms of compensation do you consider fairest to salesmen? (Check only one in each column)

	In General	Own Industry	Own Firm
Straight Commission	11%	14%	12%
Straight Salary	11%	17%	15%
Drawing Account	15%	15%	12%
Bonus Plan	63%	54%	61%

- The Bonus Plan is definitely regarded as fairest to salesmen, yet it is interesting to note, both in general and for their own firm, that many who feel this way still favor either Straight Salary or Straight Commission for others in their own industry. We still have not been able to explain this adequately, in spite of the fact that it applied to the ballot results of every single Club.

How do you feel about your own compensation plan? (Check which)

	Yes	No
Dissatisfied?	28%	66%
Satisfied?	72%	

- 28% are not satisfied with their own plan of compensation, and 34% are planning a change. Evidently some who are satisfied must also be planning changes. Wonder why?

	Yes	No
2. Do you assume right to change salesmen's compensation (Check all applicable)	53%	47%
On special "deals"?	29%	
On sales at cut prices?	22%	
To special class of prospects?	21%	
Other reasons?	28%	

- Better than 1/2 of the Sales Managers assume the right to change salesmen's compensation. This raises a question as to whether these same firms would do likewise with their mechanics, truck drivers, factory foremen, etc.

Apparently special "deals" are the most general cause for changing salesmen's compensation.

- Are salesmen consulted prior to any changes in compensation basis?
- One Sales Manager out of 5 does not consult his men prior to changing their compensation. Wonder if this would have been answered the same if the question had been subdivided into "raise" or "reduction" of compensation?

	Yes	No
4. Do you place a maximum limit on salesmen's earnings?	17%	83%
If yes, do you tell them?	55%	45%

- 17% admit setting a maximum on earnings, but of these nearly half do not tell their men. It is interesting to note that the New York and San Francisco votes were primarily responsible for this. The balance of the Clubs' votes were more favorable toward telling the men.

B. SIZE OF TERRITORY

(Check all applicable)

	Yes	No
1. Have you accurate knowledge on sales potential in each territory?	69%	31%
If not, isn't good man in poor territory penalized?	62%	38%
Doesn't poor man in good territory get the "breaks"?	72%	28%

- 69% claim to have an accurate knowledge of sales potentials

in each of their territories. Business analysts unanimously agree that only a very small fraction of sellers know their sales potentials by territory—(aside from a few commodities where consumption can be tabulated from published statistics). So—we are inclined to question the validity of these responses. Can it be that many who answered did not have a full understanding of the meaning of "potentials?" If so, we have done well to have this glaringly important fact brought to the surface.

Only 72% concede that a poor man gets the "breaks" when he is lucky enough to be placed in a good territory. Wonder why not 100%? This was a trick question to emphasize the importance of having a proper knowledge of potentials, so as to reduce all possible elements of unfairness brought about when some territories are productive and others lean.

	Yes	No
2. When you cut down territories, do you consult salesmen before acting	88%	12%
Which of following reasons most common: (Check only one)		
Earning too much?	1%	Want to perpetuate extra volume resulting from good times
Make room for another man?	20%	
Convenience of salesmen?	12%	Equalize potentials following scientific appraisal?
		15%
		52%

- 12% cut territory and then tell the men. 88% consult the men first. Doesn't it look as though the 12% should follow the majority? Only 1% consider the exceptionally large earnings of particular salesmen to be the most usual reason for cutting territories, whereas better than 50% give the main reason as "equalize potentials following scientific appraisal." Here again we are inclined to wonder whether some of the boys were not giving themselves just a little the benefit of the doubt when they answered this one.

C. CREDIT FOR ORDERS

- If you have "house" or "no commission" accounts are they always set up in advance and clearly understood?
- The 6% who admit that their "house" or "no commission" accounts are not always set up in advance and clearly understood, demonstrate the importance of eliminating this serious breeder of illwill, which the majority recognize so clearly.
- When customer mails or personally brings order in, salesman gets credit as follows: (Check only one)
- American sales management, through its response to this question, concedes that the salesman justifies his compensation on every order from his customers regardless of whether he writes it himself or not. What a change from the early days of selling!

D. WORKING CONDITIONS

- Are salesmen allowed to participate in setting up sales policies?
- Here again we may have uncovered the possibility of certain Sales Managers having a trace of "ivory tower" leadership . . . To you in the 28% group: Why not let the boys talk over those policies with you before you hand them out? Here again was a question where the responses of certain Clubs showed considerable variation from the average.

- | | Yes | No |
|--|-------------------|------------------|
| 2. Are your salesmen granted same vacation privileges as other employes?
If yes, must they wait for slack selling season?
Do your straight commission men sacrifice their normal earnings while on vacation? | 92%
46%
30% | 8%
54%
70% |

2. While only 8% differentiate between salesmen and other employees when it comes to vacations, nearly half of the remaining 92% insist that their men take their vacations in the slack season. Wonder how the wife likes it if this slack season happens to come at some time when the kids are in school and the family can't get away.

Only 30% say their straight commission men will lose earnings during a vacation. Here again we are inclined to raise an eyebrow and ask whether or not some orders are not bound to be lost while the salesman is away. If so, the straight commission man pays for his own vacation to the extent of his lost commissions, whereas the salaried man does not.

- | | Yes | No |
|---|-----------|-----------|
| 3. Are your salesmen eligible for overtime if they work over specified number of hours per week?
Are your sales meetings frequently held—(Check all applicable)
Night? 46% Saturdays? If not regularly worked by other departments 47% Sundays? 7% | 7%
47% | 93%
7% |
| 3. Overtime compensation does not exist in more than a small fraction of all sales forces. This proves again that salesmen are the only ones, besides the boss, who do not work by the clock. Of the sales meetings held outside of business hours, about half are at night and half on Saturday. Only 7% hold meetings on Sundays. | | |

- | | Yes | No |
|---|-----|----|
| 4. Do majority of your salesmen feel that their time and traveling schedules enable them to maintain reasonable home and family responsibilities? | 96% | 4% |
| 4. The phrasing of this question could have been greatly improved. Even so, we wonder whether there would have been less unanimity had this question been answered by the wives and families of all these salesmen for whom our Sales Manager group spoke. | | |
| 5. Which of the following do you consider as the 3 most frequent "gripes" of your salesmen? (Check only 3)
Territory (Size or Selection)? 9% Product Quality? 4% Prices? 12% Paper Work? 23% Supervision? 3% Expenses? 4% Compensation? 12% Competition? 17% Travel Conditions? 8% Slow Advancement? 8% | | |
| 5. The "battle of the gripes" was an active one, with "Paper Work" far and away in the lead. It was the No. 1 or No. 2 "gripe" in the votes of every Club, with but the single exception of Columbus, Ohio, "Competition" ranked No. 2, with "Prices" and "Compensation" about even for third place. It is interesting to note that, of all the "gripes" listed, "Paper Work" is the one which falls most completely under the Sales Manager's personal supervision. Looks like the lesson to be learned here is that the Sales Manager should be able to sell his paper work to his own men if it is essential—and if it is not essential, he should scrap it. | | |

E. RECOGNITION—UPGRADING—SECURITY

- | | Yes | No |
|--|-------------------|-------------------|
| 1. Have you a breakdown of each salesman's functions?
If yes, have you set a value on each?
Do you consider these evaluations when you upgrade salesmen? | 70%
58%
86% | 30%
42%
14% |
| 1. While this might be another place to raise an eyebrow, the figures are certainly most encouraging. Apparently over 2/3 of our balloters have breakdowns of their salesmen's functions. Well over half of this number set a value on each function, and 86% take these factors into consideration when they upgrade their men. | | |

2. Aside from increased income, which of following forms of recognition are available to your salesmen: (Check all applicable)
Branch or District Manager? 31% Given an assistant? 9% Instructor? 7% Assistant Sales Manager? 22% Executive? 20% Others? 11%

2. When salesmen are given recognition in the form of a new job, the most general one by far is that of Branch or District Manager. However, Philadelphia, San Antonio and Shreveport were exceptions, and placed Assistant Sales Manager in first place.

3. Which of following forms of security do your salesmen have in case of sickness and old age: (Check all applicable)
Credit for commissions when ill? 28% Retirement Plan? 19% Sick benefits? 26% Others? 11% Pension plan? 16%

3. Nearly half the balloters have some form of sick benefits, and give credit for commissions when a salesman is ill. About a quarter have Pension or Retirement Plans.

4. Assuming another depression, how will your salesmen's compensation compare with other employes of comparable earnings and loyalty? (Check which)
On par? 59% Higher? 32% Lower? 9%

4. The response to this question was a complete surprise in that only 9% figure that a depression will hit salesmen harder than other employes. If the ballot had drawn a separate comparison between hourly pay factory labor and the salaried office employes and executives, it seems likely the response would be much different. A bonus or commission worker, while better off during a depression when the factory worker is laid off, would undoubtedly sacrifice more earnings than a salaried office worker or executive.

F. EXPENSE

- | | Yes | No |
|---|-----|-----|
| 1. Is your policy on salesmen's expenses uniform for all men?
(If "no", are variations based on—
check all applicable)
Personality or Work Habits of men? 16%
Original arrangements made at time employed? 19%
Differences in territory? 50%
Differences in merchandise sold? 10%
Others? 5% | 76% | 24% |
| 1. 3/4 maintain uniform expense policies for all men, leaving 1/4 with policies that vary. Of this 1/4 an even half give "differences in territory" as the reason. | | |
| 2. How do your salesmen's out-of-pocket expenses compare with the amount you pay them? (Check only one)
Come out even? 24% Spend more than Make a profit? 13% they collect? 13%
Assuming a profit, do you consider it—(Check only one)
Bad? 36% O.K.? 21% Unimportant? 21% Part of their compensation? 22% | | |
| 2. 3/4 of the balloters believe that their salesmen make neither a profit nor a loss on their expense allowances. It is interesting to note that those who think their men make a profit are in exactly the same proportion as those who think their men take a loss. Of the profit group, only a little over 1/3 see anything wrong in it. The implications of this point are surely well worth serious consideration. | | |
| 3. When we learn that well over 3/4 consider the expense account to salesmen: (Check only one)
Flat Amount per period of time? 9%
Expense Account with accurate accounting of Out-of-Pocket expenses? 77%
Compensation includes additional to cover expenses? 14% | | |
| 3. When we learn that well over 3/4 consider the expense account system fairest to salesmen, we must tie this in with | | |

(Continued on page 124)

FIRST WEEK'S REPORT ON AMERICA'S NEWEST

SCIENCE ILLUSTRATED—America's newest magazine—has scored a resounding hit with the public!

We're convinced of it from the reports we've been getting from newsstands. We feel it from the hundreds of voluntary enthusiastic letters that are pouring in from readers.

AND ALREADY WE'RE GETTING POWERFUL EVIDENCE FROM ADVERTISERS! Only one week after **SCIENCE ILLUSTRATED** for April hit the stands we were getting such eye-opening reports as these:

ADVERTISER "A"—received 50% the number of inquiries usually received from all his other advertising.

ADVERTISER "B"—pulled more inquiries regarding his household appliance than he ever got from any other publication ever used.

ADVERTISER "C"—pulled inquiries from 107 executives representing some of the largest corporations in the country.

SOME OTHER ADVERTISERS—"Inquiries included four requests from jobbers seeking franchises. Well pleased!" . . . "Sold 18 items direct!" . . . "Sold more than \$210. worth of items!" . . . "Nearly a dozen and a half inquiries on a fine instrument!" . . . "Response Grade A!"

This in **SCIENCE ILLUSTRATED's** *first week*, mind you! An early, incomplete, flash sample of results. But a significant one, we believe. And an understandable one.

FOR SCIENCE ILLUSTRATED naturally attracts people who are eager to be in on the latest that science is doing for us. People who are impatient to sample the newest gifts science is unwrapping.

And it seems reasonable to assume that such people comprise a peculiarly alert, thorough-reading audience. A unique kind of audience, especially valuable for advertisers to reach . . .

For, these are naturally people with a special urge to read news and information about new things and new ways of living. Naturally leaders—enthusiastic to be among the first to *get* the new things and *try* the new ways . . .

A PRIMARY BUYING MARKET—of extraordinary influence. A natural for advertisers with new products to sell, new stories to tell.

* * *

Four-color advertising forms close the 15th of 3rd month preceding date of issue. All other forms close 1st of 2nd month preceding. Print order, 500,000; circulation guarantee, 250,000. Twenty-five cents. For further details, address **SCIENCE ILLUSTRATED**, 330 West 42nd Street, New York 18, N. Y. Or phone your nearest McGraw-Hill office.

Science ILLUSTRATED

A MCGRAW-HILL PUBLICATION

ADVERTISING FORCE



JUNE 1, 1946

[123]

N.F.S.E. Findings on Manpower Policies

(Continued from page 121)

the response to the previous question, which showed that over 1/4 either make a profit or take a loss. This makes one wonder about the young salesman just starting out—who can't afford a loss and whose character could be undermined by making a profit. Plenty of implications here!

G. EMPLOYMENT AND TRAINING

- | | Yes | No |
|---|-----|-----------------------------|
| 1. Do you have a signed (written) agreement covering conditions of salesmen's employment? | 35% | 65% |
| Do you and salesmen live up to these provisions? (Check only one) | | |
| Strictly? | 53% | Refer to them only in |
| Informally? | 27% | case of disagreement? 20% |
| 1. Of the 1/3 who have formal written contracts with their salesmen, only about 1/2 live up to these agreements. | | |
| | Yes | No |
| 2. If your arrangements with salesmen are verbal, do you confirm in writing? | 49% | 51% |
| If "yes," check which—Always? | 67% | Sometimes? 33% |
| 2. Of the 2/3 who depend on verbal understandings with their salesmen, less than 1/2 ever confirm these in writing, and 1/3 of the 1/2 do it only "sometimes." | | |
| Calculating the results of Questions 1 and 2 together, we get these highly significant figures: | | |
| 19% of all Sales Managers maintain strict written contracts with their men. | | |
| 16% of all Sales Managers maintain informal written contracts with their men. | | |
| 21% of all Sales Managers always confirm verbal arrangements with their men. | | |
| 11% of all Sales Managers sometimes confirm verbal arrangements with their men. | | |
| 33% of all Sales Managers have nothing in writing to confirm their arrangements with their men. | | |
| TOTAL: 100% | | |
| Here—surely—are possible seeds of misunderstanding which deserve our serious consideration. | | |
| 3. Regarding aptitude tests: (Check only one) | | |
| Use now? | 19% | Prefer man-to-man judgment? |
| Expect to use ultimately? | 22% | Don't believe in them? 6% |
| O.K., but not for our business? | 10% | |
| 3. Although less than 1/5 now use aptitude tests in selecting salesmen, it should encourage the supporters of scientific selection to note that over 1/2 believe in them. | | |
| | Yes | No |
| 4. Salesmen paid during training period? | 96% | 4% |
| If "yes," check which—In full? | 30% | |
| Part pay? | 20% | |
| When instructor accompanies new salesman who gets credit for sales? (Check only one) | | |
| Instructor? | 6% | Salesman? 87% |
| Divided? | 7% | |
| 4. Only an insignificant minority expect trainees to work on their own time, and 4/5 pay these men in full. Also, when orders are obtained by the instructor, 87% of the trainees receive full credit. The response to this question clearly indicates that Management believes it to be reasonable to assume the cost burden of training its salesmen. | | |
| | Yes | No |
| 5. Do you refuse to employ competitor's salesmen? (Check only one) | 34% | 66% |
| Consider same as any other applicant? | 26% | |
| Hire only after they have resigned? | 22% | |
| Refuse to consider until after they have resigned? | 32% | |
| Depends on which competitor? | 7% | |
| No definite policy? | 13% | |
| 5. This question was inserted at the urgent request of several of our Committee members who are concerned over pirating of their salesmen by competitors. The responses indicate | | |

that there is but little unanimity of policy on the part of Sales Managers on this question. Here perhaps there may be room for some constructive cooperation.

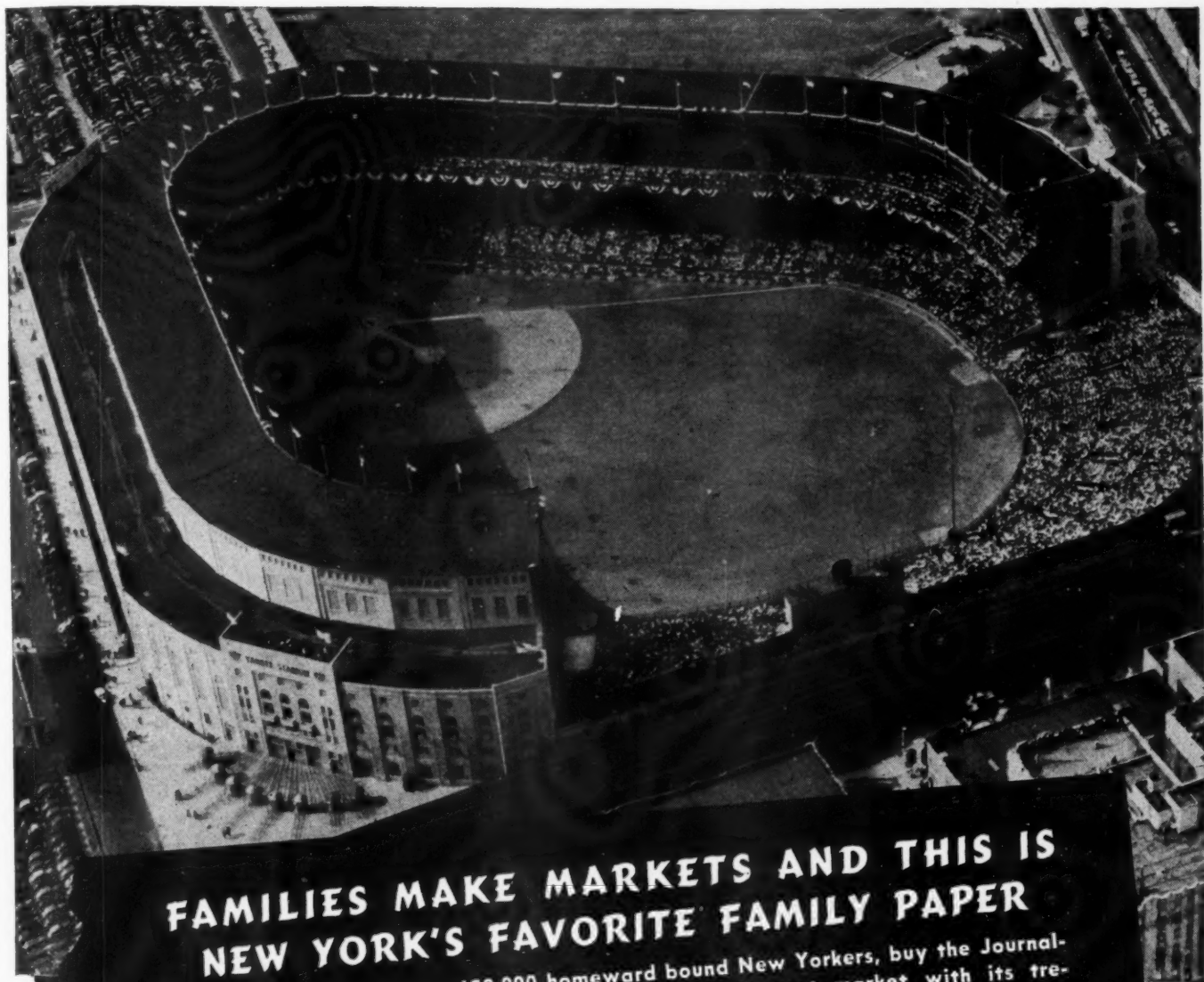
- | | Yes | No |
|---|-----|-----|
| 6. Are initial salary and working conditions based on uniform basic policy | 79% | 21% |
| 6. Here again 20% of our Sales Managers follow a non-uniform basic policy—and the implications warrant consideration. | | |

H. PRESSURE, ETC.

- | | | |
|---|-----|--------------------|
| 1. Are quotas set by: (Check only one) | | |
| Exact knowledge of potentials? | 21% | |
| Past performance? | 15% | |
| Personal judgment of Sales Manager? | 19% | |
| Combination? | 45% | |
| 1. Nearly half of the balloters set their quotas by a variety of criteria. However, we should not miss the fact that almost as many admit basing their quotas on their own rule-of-thumb judgment, as do those who base them on an exact knowledge of potentials. | | |
| 2. Special "deal" promotion sales carry—(Check only one) | | |
| Extra compensation for salesmen? | 39% | |
| Same compensation? | 55% | |
| Reduced compensation? | 6% | |
| Could deal result in cutting salesmen's total earnings due to buyer's excess "post deal" inventories? | Yes | No |
| | 17% | 83% |
| 2. Had this question emphasized rate of compensation we are told that the response would have been quite different. According to our informants, although extra dollar compensation usually results from "deals," the rate would probably be lower in a great many more cases than this 6% response indicated. This also might have influenced the response as to the effect of "post deal" inventories. | | |
| | Yes | No |
| 3. Do your salesmen feel that their jobs are in jeopardy if their results are not better than average? | 22% | 78% |
| Ever have a salesman suffer nervous breakdown? | 13% | 87% |
| Do you believe in use of "fear" psychology with salesmen (get business NOW—or else)? | 2% | 98% |
| 3. 22% of our balloters frankly state that any salesman with only average results is kept on the "hot seat." This question was worded with great care to obtain a clue as to the justification of certain salesmen's complaints along these lines. We wonder how many average or below average salesmen are employed by this 22% group, and for how long they may have been kept on this "hot seat." | | |
| 13% of our balloters have experienced salesmen suffering nervous breakdowns. This naturally arouses our curiosity as to how this figure might compare with similar questions directed to office managers, factory superintendents, and other supervisors of men. | | |
| A mere 2% believe in dealing with salesmen on a "get the order NOW—or else" basis. Could it be possible that if this same question had been asked during really tough times that we might have had a different response? | | |
| 4. Regarding contests: (Check only one) | | |
| Do majority of your men like them? | 55% | Tolerate them? 33% |
| | | Resent them? 12% |
| 4. Although over 1/2 of our balloters diagnosed the attitude of their salesmen as "liking contests," we wonder whether this same question put to the men themselves would have brought an identical response? There were many write-ins on this question. Most of them dealt with the basic variation between (1) contests pitting one salesman against another, and, (2) Contests where a salesman worked against his own individual quota . . . Many stated that their salesmen liked the second type, but not the first. | | |

THIS IS NEW YORK

★ . . . and this is Yankee Stadium which more than 80,000 fans have jammed in one afternoon. Here in the world's biggest baseball town, where each of three major league teams has its own avid following, more than three million spectators attended New York and Brooklyn games in 1945. It was at the Polo Grounds, another great New York ball park, that the Journal-American War Bond Game raised over eight million dollars in 1943. New York does things in a big way.



FAMILIES MAKE MARKETS AND THIS IS NEW YORK'S FAVORITE FAMILY PAPER

Every evening, more than 650,000 homeward bound New Yorkers, buy the Journal-American through choice. Here in the world's largest market with its tremendous consuming power and back-log of family purchases, this mighty evening paper overwhelmingly leads all others in readers and acceptance. For sales in New York, depend on the family newspaper that dominates the evening field.

NEW YORK JOURNAL-AMERICAN

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

You need newspapers to sell New York

**YOU CAN JUDGE
FOR YOURSELF**



... when you have the truth
the whole truth
and nothing but the truth.

MODEL No. 108

Undistorted Power Output (Average)

The key to clear tone. The ability to handle sustained sound from a whisper to a shout without distortion. AC-DC sets usually produce approximately 6/10 watts of undistorted sound output.

Over 2 watts

Maximum Power Output

Widely advertised, but not as important as undistorted power output. Comparable pre-war sets provided 1 watt.

4 watts

Speaker Size

Large speaker with high quality magnet provides better tonal quality and performance.

6" with Alnico V Magnet

Tuning Range

Tuning range on low as well as high priced sets should cover the entire range at which broadcasting stations operate. Minimum 540 to 1600 kilocycles.

540 to 1700 Kilocycles

Power Consumption

In most areas this set will provide 30 hours of operation for between 5 and 8 cents

35 watts approx.

Power Supply

Number of Tubes

Continuously Variable Tone Control

Superior to 2 or 3 position switch. Permits variation

105 to 125 volts AC-DC

7 tubes, including rectifiers

NOT BY BRAND NAME ALONE: This warranty tag invites buyers to compare the performance of this \$29.95 radio with any other set selling at a comparable price.

Why E. C. A. Sells Radios With Informative Labels

They provide buyers with easy-to-understand technical data as a means of comparing Electronic Corporation of America's receivers with competing brands. Their introduction in a seller's market is part of the sales strategy of gaining consumer preference now.

ADVOCATES of "informative labels" for consumer merchandise have another adherent—Electronic Corporation of America, New York City, producers of radio and television receivers.

As a basic sales appeal, E. C. A. attaches a warranty tag to each E. C. A. radio to explain in easy-to-understand terms the engineering data which consumers can use to compare E. C. A. radios with competing brands.

"The consumer long has sought some practical means of judging and buying radios intelligently," states

Jack Geartner, sales manager, Electronic Corporation of America. "Reputable manufacturers try to link their brand name with quality of their product. E. R. Squibb & Co. neatly sums up this idea with 'The priceless ingredient of any product is the honor and integrity of its maker.' But this approach has not completely satisfied the consumer.

"For the radio manufacturer, informative labeling presents special difficulties. A radio set is a highly technical instrument. It involves complex engineering and deals with in-

tangible things the public never sees or touches. No two people react the same to radio reception.

"It was not easy to translate sensitivity, undistorted output, and selectivity of a radio into layman's language. To aid us in developing informative labels that the public could understand and use, we consulted our retailers. For example, we had defined 'undistorted power output' as the 'key to a clear tone, the ability to handle sustained sounds from a whisper to a shout without distortion.' But this still did not help consumers to compare the undistorted output of various radios. So we added the phrase 'comparable AC-DC sets usually produce approximately 6/10 watts of undistorted output.' Then, on the warranty tag we state the undistorted output of the ECA model to which the tag is attached.

"Perhaps the greatest problem of all," Mr. Geartner explains, "is how to merchandise the informative label in such a way as not to destroy confidence in lower-price sets. It is extremely difficult to produce a low-

SALES MANAGEMENT



It's Ready for YOU! THE BOOK THAT WILL ANSWER YOUR QUESTIONS ABOUT CINCINNATI



IT tells about people, their ages, their occupations and standard of living. It lists Cincinnati's industries, their products; and transportation facilities. Retail sales and important store data are part of the book. Five maps give you a clear picture of the market economically, industrially, topographically, geographically and population-wise. If you are looking for a wholesaler or distributor, there's a handy reference list. All this is compactly presented in 16 pages.

There is a copy for you, and it is yours for the asking. Simply address Robert K. Chandler, National Advertising Manager of The Cincinnati Post, or the National Advertising Department of Scripps-Howard Newspapers.

THE CINCINNATI POST'S
TOTAL CIRCULATION
is now
152,747

(ABC Publisher's Statement,
March 31, 1946)

The Cincinnati Post



THE NEWSPAPER FOR **ACTIVE** CINCINNATIANS

Robert K. Chandler, National Advertising Manager
CINCINNATI 2, OHIO

Represented by the National Advertising Department of Scripps-Howard Newspapers

JUNE 1, 1946

[127]

BUSY SALES EXECUTIVES SAY...

*"We get more work done in less time
at the Hotel New Yorker"*

Smart planners make the New Yorker their headquarters for many reasons:

1. Its central location—on the busy West Side—is convenient to all business, shopping and amusement areas.
2. Access to Pennsylvania and Long Island Railroad Stations is made easy by direct private tunnel.
3. Luncheon, meeting and convention facilities are ideal for groups up to 600.
4. It offers more for the hotel dollar in food, service and accommodations.
5. Modest rates and unparalleled facilities make the New Yorker a logical choice for your next important function.

Address—Sales Department

Hotel NEW YORKER

Member—American Hotel Association
34th Street at Eighth Avenue, New York 1, N. Y.
Direct Tunnel Connection to Pennsylvania Sta.

Home of Radio-Teletype Bathrooms... They're Ultra-Violet Rayed

FRANK L. ANDREWS, President 2500 ROOMS from \$3.85

price AC-DC table model with a good sensitivity rating. Somehow, the consumer must be educated to recognize the relationship of quality to price.

"We pointed out to dealers that certain items in performance rating were not as important on the low-price as on higher-price models. Dealers told us to state the facts honestly on the labels, leaving out data which should not be expected on the lowest-price sets, and to encourage consumers to make their own comparisons of labels on various sets. As a further aid to consumers in selecting a radio, we have prepared a booklet 'A Consumers Guide to Radio Buying.'

"While there is a seller's market the labels may not have too much relationship to sales. Gradually, however, the value of labels will build up. Stores selling properly labeled merchandise will build confidence, and impress their customers with their integrity and concern for the consumers' interest. Later, the informative labels will perform a selling job."

New York Central Angles Booklet to New Farmers

"FINDING a Farm . . . in the Land of Shorter Hauls to Bigger Markets" is the New York Central System's latest sales promotional booklet aimed at the ex-GI or war worker who hankers for life on the farm.

The booklet, issued by New York Central's Agricultural Relations Department, sells the potential farmer on the advantages of settling in the large area served by the 11,000-mile NYC rail network in 11 states and two Canadian provinces. It's a much more thorough survey of production, marketing and consumption than the average farmer is likely to make himself before settling on the land.

The New York Central System's stake in building up agriculture is frankly stated in the introduction by Gustav Metzman, president of the system: "The farmer needs the railroad's dependable transportation to speed his crops to market and to bring him back the home comforts and labor-saving machinery that make American agriculture the envy of the world. Similarly, the railroad needs the tens of thousands of carloads of traffic resulting from that mighty two-way movement."

"Finding a Farm" is being promoted in a series of special NYC advertisements in agricultural publications circulating in the principal farm states served by the NYC.

SALES MANAGEMENT

50 Years The Leader and 1st as usual in 1946

TOTAL ADVERTISING, 3 MONTHS, 1946

GAZETTE 2,053,754 li.

2nd PAPER 1,686,684 li.

GAZETTE LEAD 367,070 li.

AS MEASURED BY MEDIA RECORDS

SCHENECTADY
GAZETTE

REYNOLDS-FITZGERALD, INC., National Representatives

Seven Knotty Problems That Trouble Salesmen

There are cues for sales trainers in this list of questions most commonly asked by salesmen seeking management help. What constitutes a proper approach heads the list. Other sore spots: closing, handling the silent prospect and meeting price competition.

BY PERCY H. WHITING

*Managing Director
Dale Carnegie & Co.
New York City*

WHAT is troubling your salesmen? If they could get more information on some one point of selling, what would it be?

"Shucks," you say, "if I wanted to know, I'd ask our salesmen."

True enough—and they'd give you an answer. Trust salesmen always to have an answer. But would it be the right answer? Or would they be ashamed to admit their own particular weakness? If, perhaps, you had worked with them for weeks on how to close—and still they did not know—do you think they would admit it?

No, they would invent some good specious reason — something they thought you would like.

The writer has had a good chance to find out exactly what thousands of salesmen really think. For more than a year I assisted in conducting sales schools, in one-week stands, over several sections of the United States. Each night we asked those enrolled in the school to give us any questions that were troubling them.

Here are the seven questions that came up more frequently than any others. We present them in order of frequency, the most frequent first.

Question 1—What is the best way to approach a prospect?

Salesmen, especially beginners, seem to gag and bottle up when they get inside and face their prospect. This complaint is so frequent that it suggests that all beginners who call on prospects should be provided with a standard "approach"—some nicely-worded, carefully rehearsed language that will be an improvement over the conventional "You don't want to buy any so-and-so today, do you?"

We have a feeling, based on this year's experience, that a lot of company presidents would be stunned if they could hear the opening words of some of their salesmen. They might wonder not why the beginners don't sell more—but rather how they manage to sell anything.

Under the head of "approach," the average salesman seems to lump "greetings," "getting attention," and "getting interest." Our private suspicion has long been that it is more effective to teach these as separate steps—brief, but clear-cut—but we might be wrong—it has happened before and, if we keep our health, will probably happen again.

The questions are generally worded: "What is the best approach?" "What is the best way to begin a sale?" "How shall I get customers interested?" Oc-



Functional Design Spotlights the Product

MANNING, BOWMAN & CO., Meriden, Conn., electrical appliance manufacturers, recently opened their new display rooms in New York City. Modern design and the use of special furniture provide an uncluttered functional appearance which heightens interest in the company's products, eases dealers' selection of merchandise.

The unveiling was further utilized for an area distributors' meeting at which time company officials discussed problems of present day manufacturing, the development of new merchandise and sales policies. Jobbers were reassured by Jordon L. Mott, new sales manager, that appliances will be sold only through wholesale distributors.

... a New Publication for
Buyers of Gifts and Decorative
Accessories ... covers all types
of sales outlets

Reaches over 23,000 Buyers
... Keeps them posted on
new, improved and re-pack-
aged products.

Gift PREVIEW

Breakdown of Gift Preview's con-
trolled circulation among 23,000
Buyers of Gifts and decorative ac-
cessories:

	No. of Outlets
Department Stores	2729
Gift Shops	4642
Jewelers (retail)	5363
Department Store Jewelry Buyers	1401
China—Crockery and Glassware	1697
Jewelers (jobbers)	413
House Furnishings Stores	1296
Furniture Dealers (retail)	2240
Stationers	1655
5 & 10—\$1.00 Headquarters	1175
Drug Chain Headquarters	525
Mail Order Houses	231
Sporting Goods and Hardware	
Chains	251
Cigar—Tobacco Chains	70

"Gift Preview" designed to help meet Buyers' needs

In the past, Buyers in the gift and decorative accessories field have had to search through many publications in order to keep fully informed concerning new and improved products.

To answer this problem, Bill Brothers (publishers of Sales Management and other specialized business papers) formed the Preview Publishing Corporation. Its new publication, Gift Preview, gives Buyers in all types of stores a shopping guide which reports advance information on the latest in gifts and decorative accessories.

Low Advertising Rates

Use of space in Gift Preview is unusually economical, as advertisers can reach the majority of their customers and prospects through one publication. Rates are listed below. Advertising will be confined to

ninth-page units, 3 3/8" wide x 4 7/8" high			
TIMES	RATES	TIMES	RATES
1	\$110.00	12	\$ 80.00
3	105.00	18	70.00
6	90.00	24	60.00

Representatives:

NEW YORK: John H. Muller, 386 Fourth Avenue. Tel. Mohawk 4-1760

CHICAGO: Harry W. Brown, 932 Wrigley Bldg. Tel. Superior 8436

WATERTOWN, MASS.: Albert J. Lake, 28 Paul Street. Tel. Watertown 4109

PREVIEW PUBLISHING CORP.

386 FOURTH AVENUE, NEW YORK 16, N. Y.
TELEPHONE—MOHAWK 4-1760

casionally there are requests for information on the difference between approaching men and women and the difference in the approach between old customers and new prospects.

Question 2—How can you collect from your customers and keep them happy?

This question was almost neck and neck with No. 1. However, an overwhelming proportion of the questions were asked by salesmen in Oklahoma, Arkansas, Mississippi, and Georgia—where the "furnish" flourishes and everybody is always in debt—almost always, anyhow.

However, this question has come up with considerable frequency in the northern states. Some idea of the problem can be judged from the wording of the questions: "What should I do about doubtful accounts?" "How can I bring up the question of a man's debt gracefully?" "What is the best psychology to use in collecting delinquent accounts?" "How do you collect a bad or 'tough' account?" "How can I make my customers pay me—and not offend them?" "How can I get a man to pay me—when he owes several?"

The very considerable number of questions we received on collecting, indicates that selling organizations could well instruct their men on the principles of collecting—always assuming, of course, that they put the responsibility of collecting up to salesmen.

Training salesmen in collecting methods should not be difficult and should produce results.

Question 3—How should I close and get the order?

Surely it is surprising that this question should rank behind "approach" and behind "how to collect." Perhaps it is evidence that companies are beginning to give their men some real rules for closing and some real drill in using those rules.

As a rule, the question asked was quite clear-cut: "How do you close a sale?"

The other common variation was "How do I know *when* to close a sale?"

Surely there is little excuse for not teaching salesmen how to know *when* to close a sale. Surely, if they can't recognize the proper time, they can use "trial closes."

Question 4—What shall we do with a prospect who won't talk?

It was astonishing to find this question rated fourth. Perhaps this is ac-

counted for, in a measure, by the fact that we conducted schools in Grand Rapids, Muskegon, and Kalamazoo—in the land of the Dutch—and that that question fairly poured in from salesmen there. Evidently they had run into prospects of Dutch extraction whose best defense against a salesman was to say nothing.

Still, by no means all the questions about what to do with the man who will not talk came from Michigan. The question occurred with considerable regularity in various parts of the country.

To judge from the questions, some of the "strong, silent" prospects just sit and look, others sit and scowl and others just sit—but none of them say anything. Salesmen, in their questions, refer to them as "the type that never says anything," "the stern, solemn guy," "the man who never says anything but 'huh'," "the man with no words and a blank expression."

It may astonish you to know that the four questions listed above were the only ones which came in with any great frequency. However, three others were reasonably numerous. Here they are:

Question 5—How do you sell yourself to your customers?

Did you ever ask a salesman what he means when he speaks of "selling himself?" We have—and the result is usually amusing. Ordinarily the salesman flounders around almost hopelessly. Generally you can narrow it down to an admission that by "selling himself" he means "expressing the kind of personality that makes people like him."

To give a man the ability to "sell himself" you usually have to improve his personality—which is a long, slow process, but often can be accomplished.

Question 6—How do you meet price competition?

It is encouraging to note that this question does not appear more often.

Question 7—How can you make your customers remember you?

The writer suspects that salesmen have asked themselves that question since selling began. It is not an easy one to answer.

Perhaps in the questions listed above there is a suggestion for sales managers and sales trainers. Clearly it is important that you teach salesmen what *you* want them to know. It is equally clear, however, that you should train them in what *they* want to know. My suspicion is that you rarely do.

New Books for Marketing Men

Advertising to the Mass Market, by James Davis Woolf. Published by The Ronald Press Co., New York City. Price \$3.50.

Advertisers, according to Mr. Woolf, who has been reaching the mass market via J. Walter Thompson for some time, must take off their rosy spectacles and consider the multitudes in the daylight.

The poetic headline "At Eventide," with a color reproduction of contented cows meandering home at sunset, may look pretty but it isn't selling much milk; nor is the restrained wash drawing of a can with the headline "Your Guide to Quality" selling soap.

"The trend in modern advertising is away from the dull, heavy stuff of a decade or so ago," Mr. Woolf points out. And he adds, "There is still far too much advertising that takes itself too seriously . . . that is so 'institutional' in its conception and execution that it repels rather than invites readership. This has been particularly true of much of the institutional advertising brought in by the war."

Even in today's prosperity, the great majority of Americans are not free to spend without carefully considering what they can afford. They must be convinced that a product is worth a part of their hard-earned pay and it is the advertising which bears the brunt of convincing them. Not, asserts Mr. Woolf emphatically, by a slew of complicated copy appealing to the intellect but by an emotional appeal which goes straight and hits hard.

Don't assume your audience knows as much about your product as you do. Tell the whole story: Start from scratch and make a sale in each individual piece of copy. Be simple, warm, and friendly. Sit with Mrs. Doakes under the moonlight and sing songs to her. If you do that, your advertising will register where it does the most good: in the mass market and in the class market.

People and Books, by Henry C. Link and Harry Arthur Hopf. Published by Book Manufacturers' Institute, New York City. Price \$10.00.

Media men: Attention! This book, planned by and for the book industry, holds a mine of information on people's reading, listening, and moviegoing habits. The books are there, too, but the survey candidly reveals the tiny part books play in the average person's off-the-job life.

Exactly one year ago, from May 21 to June 8, 1945, 235 interviewers descended on 106 cities and towns with an extensive pre-tested questionnaire prepared under the supervision of Dr. Link, chief of The Psychological Corporation. Four thousand persons of all ages and education were interviewed with results that point up the deep penetration of newspapers and radio, the surface penetration of books.

Only 21% of our population, at least in the sample, read 70% of whatever books are read, and this 21% are those who read in a book every day. Of these active readers, only 31% bought their books, while 57% borrowed them.

Of 1,115 people with grade school education or less, an average of four minutes was spent reading books on the previous day. Newspapers, however, accounted for an average of 32 minutes, while magazines

got 11 minutes. The radio received more time than all reading combined. Those in this category spent an average of 77 minutes listening to the radio. About 16% went to a movie show.

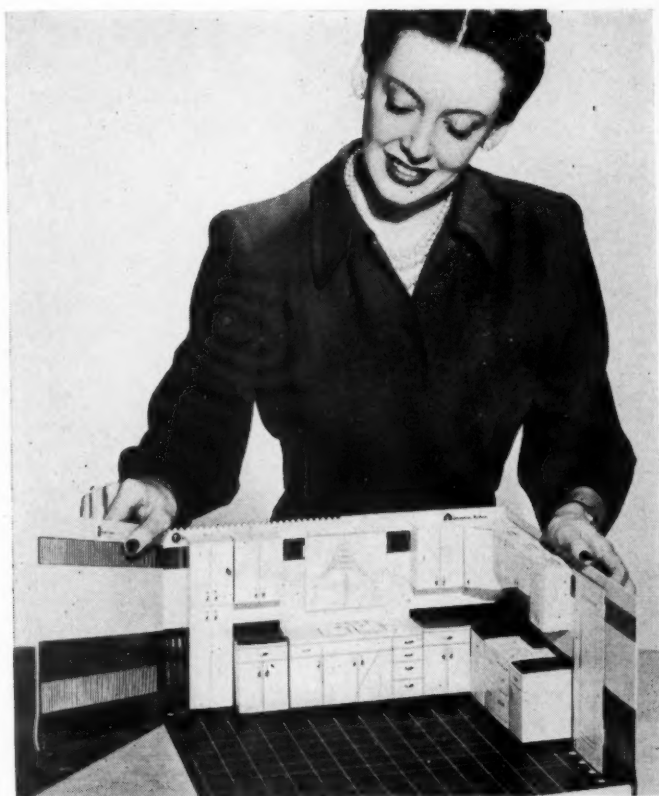
The 1,705 people who had attended or graduated high school, devoted more time to all the above activities. They read a book for an average of 12 minutes, newspapers for 36 minutes, magazines for 20 minutes: A total of 68 minutes spent in reading as compared with 47 minutes for their less educated countrymen. But here's the startling thing: The increased time spent in reading did not cut the time spent in listening to the radio, it greatly increased it. This group devoted an average of 95 minutes to the radio as compared to 77 minutes for the grade school category. More went to the movies, too: 22%.

The 1,151 people who attended college read books for 23 minutes on the previous day. They read newspapers for 39 minutes,

magazines for 26. Even in this group, the reading of books occupies less time than do the other printed media. Their radio listening habits, as far as time is concerned, are much like their grade school contemporaries: 79 minutes as compared with 77 minutes. They and the grade school people also went to the movies in the same proportion: 16%.

This survey indicates that two habits are firmly established in all sectors of our economy—the newspaper habit and the radio habit. The variation in newspaper reading time is slight. All groups spent over a half hour with newspapers. And all spent close to an hour and a half listening to the radio.

Media men and marketing specialists may find a lot of grist in this study. The data on how age, educational level, income, and sex, influence media choice have relevance to a much larger audience than was intended. Although the price of the book is high, the money earned will be spent for further surveys and research, so may well come back to the buyer in the end.



A SELLING TOOL: Youngstown Kitchens has designed this miniature kitchen so that salesmen can show prospects how kitchens will look with steel equipment. The three dimensional model has a floor, adjustable walls and a complete set of the company's cabinets. The range, refrigerator, windows, and doors are also made to scale.

The cabinet sink comes already set up, and the other models are readily assembled. Tabs and slots are used to attach the units to the wall; thus, any combination for any size kitchen may be assembled.

The detachable third wall can be adjusted to change the room size, allowing the user to match any kitchen with the Min-A-Kitchen. The entire set comes in a sturdy box, 16 by 12 inches—it's easy to carry.

MISS BIT-O-HONEY'S LETTER ROUND TABLE

If You've Written a Letter That Gives
an "Extra Satisfied" Feeling, Send It
in. It May Win a Round Table Prize.

Courtesy to Customers Still is Golden Rule

Orders may be mountain-high and you may have to beat would-be purchasers off with a stick, but the customer still is doing you a favor when he buys your product. H. S. Green, president, Double Seal Ring Co., Ft. Worth, Tex., who embodies this thought in a letter to his salesmen, wins the first prize of the Round Table this month. Here's his letter:

I feel reasonably sure that you are one of those who believe in doing favors for a customer. But . . . I wonder if you let those favors back-fire.

Let me illustrate:

A few days ago one of the folks here in the office was talking about a customer—and seemed to take the attitude that the customer owed us something because we had made a special effort to deliver some rings in a big hurry!

I told this employee—and I am now telling you—that is the wrong attitude. Just because we do a favor for a customer is no reason for us to think that customer owes us anything in the way of future business.

Why?

Simply because we are in business to do favors! All businesses that succeed do favors! All businesses that make for themselves a permanent place go out of their way to favor customers. It is a law of business—and those who do not practice it soon fall by the wayside.

Surely—it's mighty nice when a customer does appreciate what we have done for him in the way of out-of-the-ordinary service. But—while we like for customers to appreciate what we do and try to do—we do not believe in taking the attitude that the customer owes us anything in return.

I wonder if I am making myself clear. This is a delicate point. I think it all boils down to the seller's desire to serve. If you and I really like people—if we are glad to do favors—then we get pleasure out of doing these favors, and do not feel slighted if a customer takes it as a matter of course. Nor do we—ever—want to bring it up to the customer with the attitude that "remember when we did you such-and-such a favor, now you owe us something in return." No—never do that. After all, we made a sale—and boiled right down to bed-rock it was the customer who favored us—not we who favored him.

Again I say we want to do the things that make customers like us. We want to do favors when we can. But it's part of business-getting to do them, and the customer who buys from us is favoring us, when he buys, far more than we are favoring him. Please remember that.

This Answer Builds Good-Will Among Kids

It's easy to brush off questions from children, but this letter of the Schutter Candy Division, Universal Match Corp., St. Louis, Mo., exploits inquiries from children as a matter of good public relations:

Did you ever have a secret?

Isn't it hard to keep from dropping a gentle hint to your pals? But once you do, what you know is no longer a secret.

I wish I could tell you our secret way of making OLD NICK and BIT-O-HONEY candy bars. But the special way all those tasty bits of goodness are mixed is known only to the folks who work in the giant gleaming Schutter candy kitchens.

Anyway, making OLD NICK and BIT-O-HONEY is an awfully big job. All kinds of special measuring devices are needed. But you're lucky when you think of it—all you have to do is to skip down to your candy store and get either of those delicious candy bars for only a nickel.

ROUND TABLE PRIZE WINNERS

H. S. GREEN

President

Double Seal Ring Co.

P. O. Box 566

Ft. Worth, Tex.

ARTHUR S. NACK

Sales Promotion Manager

Universal Match Corporation

1501 Locust Street

St. Louis 3, Mo.

NORMAN MEYER

Sales Director

National Products, Inc.

17 N. Desplaines Street
Chicago 6, Ill.

But I can let you in on one of Miss Bit-O-Honey's secrets—a "What's Your Number" game which is right inside this very envelope. "What's Your Number" is lots of fun for you and all your playmates.

Miss Bit-O-Honey is adding your name to her list of friends this very day. And she has told the postman to bring you a sample of both OLD NICK and BIT-O-HONEY. You'll agree that its' no secret—OLD NICK and BIT-O-HONEY are swell.

Puts Spot News Angle On City Market Data

Here's a general promotion letter that spotlights the Asbury Park, N. J., summer season market by showing how a little pre-season heat in April brought out the crowds. Its own news and photo coverage of these crowds provides the *Asbury Park Press* with a natural opening to show off its product—the paper—and its market—the 200,000 people who turned out for a boardwalk stroll:

Mid-August in April! That's what it was last Sunday on the Asbury Park boardwalk. No, we don't mean that this abrupt change in seasons was indicated primarily by the weather, although the day was beautiful and exhilarating, but by the crowds!

As you will see from the enclosed photograph, thousands of people (200,000 estimated) strolled lazily on the boardwalk, many of them coming from New York, the New England States, New Jersey and Pennsylvania to spend the weekend in Asbury Park. Hotels were jammed!

This is an augury of a great summer season here along the shore, the best ever, and coupled with the fact that the Asbury Park area is a fine year-around market—retail sales exceeded \$160,000,000 last year, a 25% increase over 1944—one can only arrive at the logical conclusion that Asbury Park will be a plus, plus, plus market for national advertisers for many years to come.

And by the way, this 25% increase in retail sales was more than three times the national average increase of 8% and nearly twice the New Jersey gain of 17%.

We wanted to get this photograph and the other information to you as soon as possible, because we felt sure you would want the data for your next conferences with account executives and advertising managers.

SALES MANAGEMENT

This is Toledo

home of the DEVILBISS COMPANY

...world's
largest manufacturer
of spray equipment
and atomizers



For 58 years, The DeVilbiss Company has concentrated on utilizing and handling air. As a result of this long specialization, DeVilbiss has earned a reputation for leadership based on wide recognition of advanced engineering and research and highest attainable quality standards in its products: Spray Equipment, Exhaust Systems, Air Compressors, Hose and Connections, Medicinal and Perfume Atomizers . . . Toledo is proud to claim DeVilbiss as a Native Toledo company—one of the many diversified industries which lend stability to this well-balanced community.

...and this is the TOLEDO BLADE ONE OF AMERICA'S GREAT NEWSPAPERS

Toledo is richly endowed by nature and by the genius of its citizens, whose ingenuity and skill have developed many industries known for leadership. To grow with this alert community, and to aid that growth, has been the good fortune of The Blade

during the city's entire life. How well The Blade has discharged its obligation for leadership is indicated by the unusual loyalty of its readers. It is rare indeed to find a newspaper with such coverage of city and retail trading area as The Blade enjoys.



TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

A.T. Danielson, West Coast Executive, New Head of N.F.S.E.

A. T. DANIELSON, vice-president, Barker Bros. Corp., Los Angeles, was elevated from vice-president to president for 1946-47 of the National Federation of Sales Executives* at their first postwar convention in Chicago on May 21. Mr. Danielson succeeds George S. Jones, Jr., vice-president, Servel, Inc., Evansville, Ind.

The other officers elected to serve with Mr. Danielson are:

Gene Flack, director of Advertising and Trade Relations Council, Loose-Wiles Biscuit Co., Long Island City, N. Y., who will serve as first vice-president of N. F. S. E. I. C. Parker, president, Pangburn Candy Co., Fort Worth, Tex., who was designated as second vice-president.

John W. Evans, Manager, Kee Lox Manufacturing Co., Cincinnati, who was named treasurer.

The five regional directors of the Federation are:

EASTERN DISTRICTS 1 and 2. Hal W. Johnston, vice-president, director of sales, Stecher-Traung Lithograph Corp., Rochester, N. Y.

MIDWEST DISTRICTS 3 and 4. Leo B. O'Loughlin, The Electric Auto-Lite Co., Toledo, O.

SOUTHERN DISTRICTS 5, 6 and 7. Les M. Taylor, sales manager, Mississippi Power and Light Co., Jackson, Miss.

WESTERN DISTRICTS 8 and 9. G. J. Ticoulat, manager of sales, Crown Williamette Paper Co., San Francisco.

INTERNATIONAL. Roydon M. Barbour, Saturday Night Press, Toronto, Canada.

The new directors for the nine N. F. S. E. districts are:

DISTRICT 1. Edward J. Gately, president, Bank Lithograph Co., Providence, R. I., who has another year to serve on his two-year term.

DISTRICT 2. Ray T. Crowell, president, Rowe Paint and Varnish Co., Niagara Falls, N. Y.

DISTRICT 3. Henry L. Porter, sales promotion manager, Standard Oil Company of Indiana, Chicago, who has another year to serve on his two-year term.

DISTRICT 4. W. E. Tucker, sales manager, Hall Bros., Inc., Kansas City, Mo.

N.F.S.E.'s NEW PRESIDENT: Alfred T. Danielson, Los Angeles, is the newly-elected president of the National Federation of Sales Executives. "Dan" Danielson has been with Barker Brothers, L. A., in various capacities since he came out of the Army in 1919—started as a salesman, was named director in 1945. Energetic, friendly, possessor of no "side," Mr. Danielson has been president, L. A. Sales Managers Association (1937), a past-president of the Trojaneers, chairman, Postwar Survey Committee, Los Angeles Downtown Business Men's Association. Two of his top jobs will be to sell salesmanship to the public and to sell top management on the importance of the sales department.



DISTRICT 5. C. Bradley Palmer, district manager, Liquid Carbonic Corp., Atlanta, Ga.

DISTRICT 6. C. C. Walther, Walther Bros. Co., New Orleans, La.

DISTRICT 7. Dwight D. Thomas, executive vice-president, Gulf Brewing Co., Houston, Tex., who has another year to serve on his two-year term.

DISTRICT 8. Cyril C. Nigg, president, Bell Brand Foods, Ltd., Los Angeles, who also has another year to serve on his two-year term.

DISTRICT 9. Mitchell Heinemann, vice-president, Jantzen Knitting Mills, Portland, Ore.

The chairman of the nominating committee for the 1946-47 slate of officers is Harry C. Anderson, vice-president, A. B. Dick Co., Chicago. The members who served on the Nominating Committee are:

Forbes McKay, associate advertising manager, *Progressive Farmer*, Birmingham, Ala.

Arthur H. "Red" Motley, president, Parade Publication, Inc., New York City.

Joseph P. Bowlin, the J. P. Bowlin Sales Agency, Fort Worth, Tex.

William A. Collier, the Leo J. Meyberg Co., San Francisco.

Why 60 Giftware Producers Use A Single Trade-Mark

YOU'D hardly expect to find giftwares mentioned in Balzac's novels, written a century ago. He describes tenements where the stairs are strewn with tinsel, metal, cloth, leather, waste from the *article de Paris*, made in countless forms, by hundreds of small fabricators, often in their homes. They were ingenious, artistic, fashionable—and of course, naughty.

In Los Angeles, the same sort of industry has sprung up in the past 50 years, and today the product has a modern name—giftwares—and a group merchandising plan. The *article de Los Angeles* is endlessly diversified, ingenious, comic, practical, seldom naughty—but does include "cheese-cake." It is made of metal, ceramics, plastics, wood, fabrics, leather.

Some of the product is made in homes, or small shops on home prem-

ises, along with giftware products of large concerns. So, the industry is scattered, has been since the early 1900's, when enterprising workmen contrived jewelry from abalone *nacre*, and souvenirs from gourds, pine cones, everlasting flowers, and many other unusual materials.

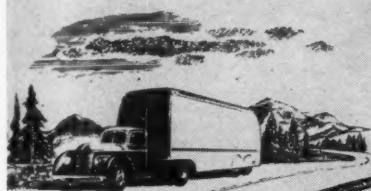
As in Paris, the market for this endlessly changing merchandise was in the constant stream of visitors, and after that, to stores over the country who wanted what was best.

War multiplied the number of small ware manufacturers, and their products, for European and Oriental countries could no longer ship in their giftwares. Los Angeles managed against the war shortages to make a tidy volume of stuff for the hungry national market. At war's end, there arose the problem of holding these

*For a discussion of a creed of standards among salesmen presented by Paul Heyneman, see page 112.

HEADLINES and HEADLINERS

No. 20 in a series



15 to Cents Elsewhere

*** Highway Builders**
They Face High Costs;
Lack Labor, Materials;
New Road Needs Huge
Fear to Tear Down Badly
Needed Houses for Right-
of-Way; Land Prices Soar
States May Raise "Gas" Taxes

Price
harvest
bales.
private
at esti-
crop
manned
million
proc-
picked.
prep-
ets of
men
fewer



HARVEY C. FRUEHAUF, President, Fruehauf Trailer Company

"THE University of Michigan is authority for the statement that 'the highways of all nations have been built primarily to facilitate the conduct of business.' By transporting the commerce of the nation in the most efficient manner, the public is benefited to the greatest possible degree. "We who are concerned with highway transportation must

be accurately informed at all times regarding developments in business and industry affecting our operations. In this respect I have found The Wall Street Journal indispensable. I have been a subscriber for fifteen years and look forward to reading it every day. The Wall Street Journal is one publication I wouldn't be without!"

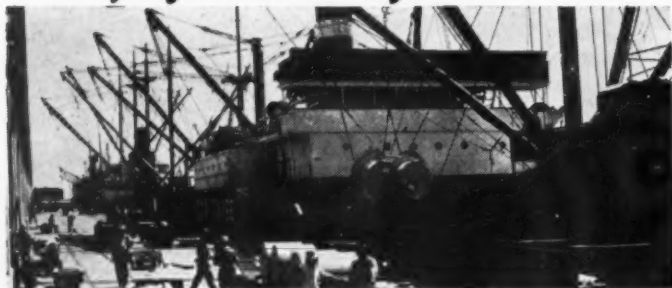
Harvey C. Fruehauf



"Like most important business news, this story appeared first in The Wall Street Journal. That's why this national daily is "must" reading for business men who need to be fully, accurately and quickly informed. And that's what provides such an unusually responsive audience for advertisers.

LONG BEACH

Magnificent California Market!



World Port: Added Emphasis To The City's Growing Importance!

One of the world's largest man-made harbors; permanent Navy installations; vast oil deposits beneath the harbor; fishing, canning, all are merely additional reasons for the highest effective buying income in the nation.*

Cover this rich market with its established metropolitan daily, the Long Beach Press-Telegram. Now nearly 80,000 net paid daily circulation (controlled).

* Sales Managements 1945 Effective Buying Income Survey.

For best use of your campaign dollar, consult Williams, Lawrence and Cresmer, our national representatives. The Press-Telegram is a member of Metro Pacific Comics and Pacific Parade.

**LONG BEACH
Press-Telegram**

In Greater Long Beach it's the Press-Telegram!



Cleveland's most friendly hotel
is its most convenient one, too.

Hotel Cleveland

CLEVELAND, OHIO

Directly connected with Union Passenger Terminal

gains, and promoting an industry that was nebulous, not organized, changing almost from month to month, as some concerns dropped out, and others came in, and grew.

Instead of forming another trade association, merchandising men in the Los Angeles Chamber of Commerce hit upon the idea of a corporation. Last summer, *Registered California* was incorporated at Sacramento, to do a non-profit business for these small ware manufacturers.

With officers elected by leaders in the industry, a start was made in getting "members," and by year's end there were some 60 concerns, supplying funds to start a business journal advertising campaign.

The manufacturer who joins, pays yearly dues of \$60, and also buys a one-inch circular paper label to paste

"Train 'Em in the Field"

"Too many companies have spent so much of their time lately rehiring sales forces that they haven't trained these men," declares suave, meteoric Charles Luckman, executive vice-president of Lever Bros., Boston.

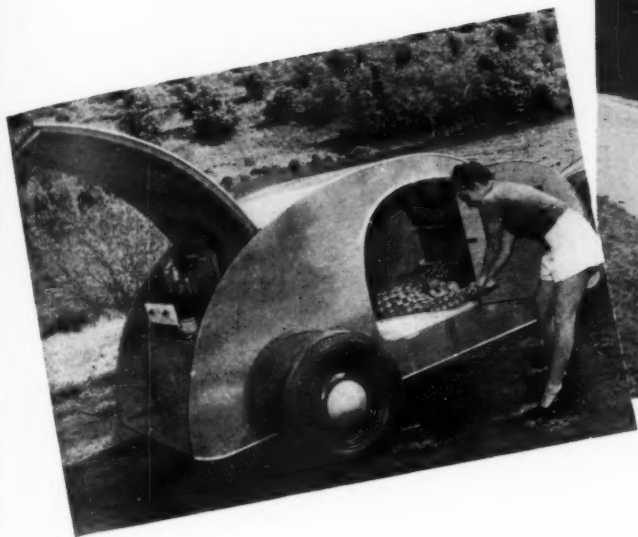
"We're inclined to bring them into the home office for a week or two and then send them out to sink or swim. The place to train manufacturers' salesmen is in the field—in our case right in the drug stores. The way to do it is for an experienced sales manager to go with each new man and show him how to sell. We're entering the most competitive era this country has ever seen. It's imperative that we build top-flight sales organizations without delay."

on his products. These labels cost very little, the price varying with the quantity used, but they supply enough money to permit telling merchandise buyers over the country that California small wares are sold under a trademark.

Advertising appears in a giftware and retail journals, and is supplemented by the January gift and art show, held in Los Angeles.

Merchandise men and the resident buyers in Los Angeles see definite advantages in bringing these wares together under a label. The fact that a product is made in California has value in the public's eyes.

In many stores, these California wares have been brought together in a special department, and promoted by using the label in newspaper advertising.



TAPS NEW MARKET: It's a low-cost, light-weight trailer for people who yearn to get away from it all for a few days in the country.

"Kit Kamper" Smooths Way to Roughing It — on Innersprings

WHEN two California aircraft workers first got the idea for the "Kit Kamper" they expected to produce a small auto trailer that mail order houses could sell knocked down—the customer to put it together himself.

"Before we go ahead, let's find out what kind of trailer people want," C. W. Worman and Dan Pocapalia said to each other. So the two principals of Kit Manufacturing Co., Norwalk, Calif., went to 50 trailer dealers in Los Angeles who collectively told them: "We get a lot of calls for a light trailer that will sleep and feed two people—the kind one can take into the woods on a hunting trip."

With this in mind, they designed a trailer. But instead of sales by mail order, the "Kit Kamper" is to be distributed through franchised dealers of Sackett-Nicholson Corp., Long Beach,

Calif. Sackett-Nicholson takes over the output at the factory door; nevertheless the Kit Co. is setting aside a certain amount of money for every trailer sold to advertise to the public.

At present, "Kit Kamper" is to be sold to dealers in the top trailer territory—California, Arizona, New Mexico, and Texas. This territory offers a market for trailers the year-round, from the largest house trailer to the "Kamper" type. The Middle West is considered the next best trailer market. Some thought has been given to insulating the "Kit Kamper" for winter use in the East.

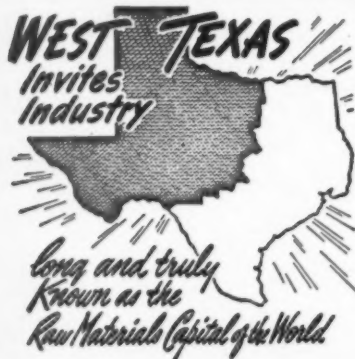
The "Kit Kamper" is a legitimate child of the aircraft industry — it's light, strong, compact, and sells for nearly \$200 less than other trailers. The present price is \$448, f.o.b. Norwalk, Los Angeles' industrial east side.

Outside, the "Kamper" is all

aluminum, bonded to plywood. Inside, there's a sleeping compartment for two, a clothes hanger, and a galley equipped with electric lights. The refrigerator in the galley holds 25 pounds of ice. The galley stove is not furnished with the trailer but one can be bought for \$15.

The "Kamper's" weight is held to 525 pounds by the aluminum body and a different kind of construction. Instead of springs and shock absorbers, the trailer employs torque bar suspension, a device familiar to anyone who drove a Sherman tank during the war.

By devoting themselves entirely to breaking manufacturing bottlenecks and leaving distribution in the hands of their national distributors, these two former war workers expect to turn out between 2,000 and 3,000 trailers this year.



BRIGHTEST SPOT on the post-war map for industrial expansion and decentralization. Check these advantages **TODAY**:

- ✓ Laws favorable to business, low taxes (no state income tax).
- ✓ Abundant raw materials, cheap fuel and power reserves.
- ✓ Widely diversified agriculture and livestock.
- ✓ Ideal year 'round working and living conditions, ample manpower.

For prompt, complete and accurate information on any West Texas town, market or natural resource, write or wire:

Department S-1

WEST TEXAS
Chamber of Commerce
Headquarters office: Abilene, Tex.

"SELLING SIMPLIFIED"

By Leon Epstein, Sales Counsel

This stimulating series of pocket-size "refresher" booklets will help you sell. Several hundred thousand copies already distributed by executives to salesmen and customers; as enclosure and give-away. Available titles: (1) How to Say Hello, (2) Your Name Please, (3) Through Sales-Colored Glasses, (4) Calls and Calluses, (5) Selling Simplified, first title of series. The set of five titles \$1.00. Single copies 25c. en. Sales Research Institute, 103 Park Ave., N. Y. C.

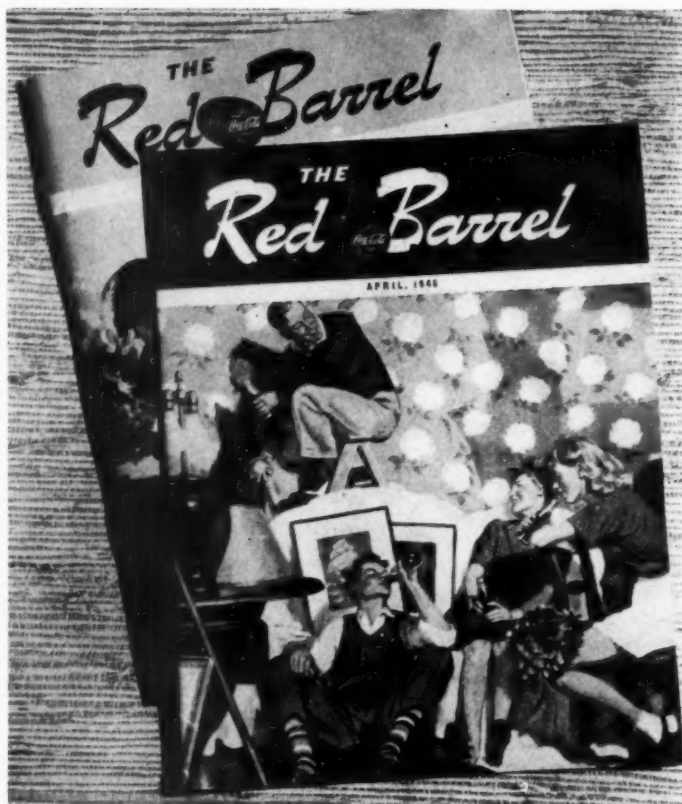


EXPERIENCED SALES REPRESENTATIVES WANTED

An excellent opportunity selling advertising. Also quality line of leather goods for resale. High commission basis. Reputable concern. Write qualifications in detail and send references.

AMERICAN CALENDAR CO.
GREENEVILLE, TENNESSEE

Little Bible for the Average Business Man: Coca-Cola's "Red Barrel"



This year it celebrates its twenty-first birthday. It has persisted through economic ups and downs, enjoys international circulation.

THE RED BARREL, internationally-known house magazine of The Coca-Cola Co., has an unusual record for company magazines. In 21 years' service, it has survived several business depressions and a world war without missing an issue.

Age, alone, entitles *The Red Barrel* to a high rating for continuity of purpose, and indicates its value to its wide readership. Its longevity can also be considered an endorsement of its editorial policy.

Circulation of this internal-external monthly has risen to 43,000 copies; the problem now is to keep circulation down. A 16-page supplement is inserted in the 16,000 copies for internal distribution.

The Red Barrel endeavors to be of practical, timely, and profitable service to all those concerned with marketing Coca-Cola. In recent years, *The Red Barrel* has elected itself to carry a torch for the average business man.

Big business can hire expert survey service, crack ad-writers, researchers, experienced sales training experts and other services which the average business man must try to do for himself. So *The Red Barrel* publishes articles that will help the average business man solve his own problems. It has served its purpose if these business men can say: "I got a useful idea that will help me—thanks to The Coca-Cola Co."

These articles, appearing in recent issues, illustrate the wide variety of subjects covered in *The Red Barrel*: "Tomorrow's Medical Service," by Dr. Morris Fishbein, Editor, Journal of American Medical Association; "New Concept of Advertising," by Clarence Francis, Chairman, General Foods Corp.; "Rubber in War and Peace," by Harvey S. Firestone, Jr., President, Firestone Tire & Rubber Co.; "The Middle Marketers," by S. Morris Livingston, Department of Commerce; "We Might as Well Face It," by

Frank D. Newberry, Vice-President, Westinghouse Electric & Manufacturing Co.; "Essential and Non-Essential Salesmen," by W. E. Holler, former General Sales Manager, Chevrolet Division, General Motors Corp.

There are numerous requests for permission to quote from articles published in *The Red Barrel*. Last year, alone, 85 requests were received to reprint entire articles or condensations on merchandise and selling. Some of these articles later were published in a booklet titled "Sales Slants" and offered to authorized wholesalers and their salesmen. The demand was so great that the supply was quickly exhausted. Judging from requests for extra copies, the selection was particularly successful. These articles were singled out for special mention: "The Social Contributions of Branded Products," by Dr. Henry C. Link; "Tomorrow's Soda Fountain Out of Today's World," by Harold Sharp; "The Salesman Talked Me Into It," by Ernest Rogers; and "One Way to Capitalize on an Abnormal Situation," by Frank Colvan.

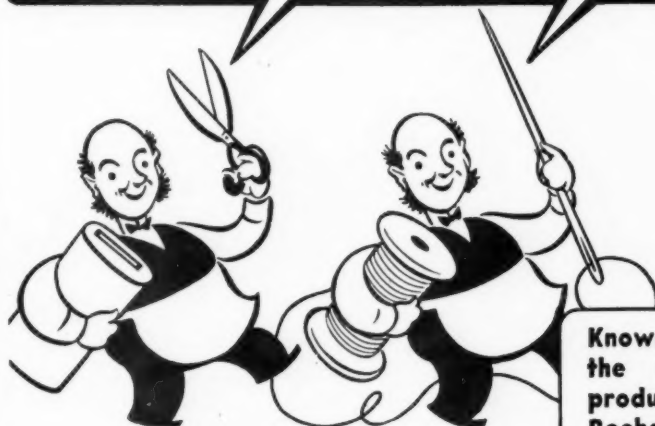
Supports National Drives

Occasionally, articles are published to support some national program, or a public interest project. War loan drives were supported with editorials, announcements, and reproductions of War Bond posters. "Prosperity Begins at Home," published in December, 1945, supported a state-wide campaign by another organization to make Georgia economically sound and more attractive to tourists. This article described a practical program of civic improvement which will work in any state. If it gave leaders in other states some ideas, *The Red Barrel* has served a purpose.

The paste pot and scissors have no part in the preparation of *The Red Barrel*—it's a tailor-made magazine. Each issue, in content and design, is planned well in advance of publication. Editorials are rarely published, and then only for a very definite and practical purpose.

The Red Barrel is 6 $\frac{1}{8}$ by 8 $\frac{1}{4}$ inches trim size, runs 32 pages plus cover, and is letter-press printed on 60-pound stock. The covers, in four colors, usually are reproductions of advertising paintings by Hadden Sundbloom or Bradshaw Crandall. Both photographs and drawings are used. The back cover, in color, advertises Coca-Cola and the locations of Coca-Cola syrup plants in the United States. The inside back cover is used often to reproduce a testimonial statement of a retail distributor. No advertising is sold.

WE'VE GOT OUR HANDS FULL!



DEMAND FOR ADLER-ROCHESTER CLOTHES GREATEST IN HISTORY!

LIKE other large Rochester clothing plants, Adler-Rochester is currently employing every available needle worker to help meet the present tremendous demand for men's clothes.

BEFORE year's end, hundreds of skilled tailoring experts will be added to the high-wage ranks of Adler-Rochester needle craftsmen. Payrolls will continue to increase as Adler-Rochester employs more and more permanent, well-paid clothing workers.

ONLY 12 other cities equal Rochester's value of industrial production. But Rochester's per capita value is highest of all! These skilled, high-wage, finished product workers make more, spend more, to live better!

GOOD living also prevails throughout the rest of the 655,000 Rochester market of 267 prosperous communities and one of the richest farm areas in the East — all dominantly covered by Rochester's two fine newspapers.

Known throughout the nation, these products help give Rochester highest per capita value of manufactured products among all the large cities!



Adler-Rochester Clothes
Bausch & Lomb Optical Goods
Beech-Nut Coffee
Blue Label Ketchup
Bond Clothes
Clapp Baby Foods
Cutler Mail Chutes
Delco Automatic Heat
Eastman Kodaks
Evening in Paris Cosmetics
Fanny Farmer Candies
Fashion Park Clothes
French's Mustard
General Railway Signals
Gleason Gear Cutters
G-M Auto Accessories
Graflex Cameras
Hickey-Freeman Clothes
Hickok Belts and Braces
Mason & Hamlin Pianos
Matrix Shoes
Michaels-Stern Clothes
Pfaudler Glass-lined Tanks
Ritter Dentist's Equipment
Shuron Glasses
Snider's Catsup
Stromberg-Carlson Radios
Superba Cravats
Taylor Thermometers
Timely Clothes
Todd Protectographs
Women's Arch-Aid Shoes

TIMES-UNION
Evening

ROCHESTER, N.Y.

DEMOCRAT & CHRONICLE
Morning and Sunday

The Gannett Co.... Publisher of 21 Family Newspapers.

Representative — J. P. McKinney & Son

Los Angeles Chicago San Francisco New York

Media & Agency News

How Advertisers Can Use BMB

WITHIN a few months Broadcast Measurement Bureau will provide advertisers with information about radio station and network audiences which will help them use radio advertising more effectively than ever before, Donovan B. Stetler, member of BMB's Board of Directors informs SALES MANAGEMENT. Mr. Stetler is advertising director of Standard Brands, Inc., and serves on the advertising industry relations committee of BMB.

Five Helps for Advertisers

Specifically, this audience information will help advertisers to: 1. evaluate stations and networks; 2. buy radio to match product distribution; 3. buy radio to supplement other advertising media; 4. promote programs more effectively; 5. foster dealer tie-in advertising.

Broadcast Measurement Bureau was established to answer two fundamental questions which advertisers and agencies continually ask stations and networks: What is the size of your audience? Where is it located?

BMB was organized jointly by the American Association of Advertising Agencies, the Association of National Advertisers and the National Association of Broadcasters. All three organizations are represented on the BMB Board of Directors and on every BMB committee. This means that all decisions with respect to the measurement of station and network audiences are made with a view to the use of these measurements by advertisers and agencies in the purchase of radio time as well as by stations and networks in the sale of their services. The broadcasters pay for BMB's work, 77% of all commercial stations and all four networks having subscribed \$1,230,000. The advertisers and agencies validate BMB's findings.

Radio station and network audiences are determined by a mail ballot combining the advantages of a large sample with the advantages of a carefully controlled sample. Audiences are measured for every U. S. county, every city of 50,000 or more population, every city of 10,000 or more population outside metropolitan areas and every radio station city regardless of size, about 1,000 cities in all.

Audience information will be published this fall in two forms. Each

subscribing station will receive a Station Audience Report, showing its audience by counties and cities, separately for day and night. Audiences will be reported numerically and as a percent of all radio families in the measured area. The U. S. Area Report shows for every U. S. county and about 1,000 cities, all the stations with day or night audiences in each measured area. A similar report will show unduplicated network audiences.

All ANA advertisers will have copies of the U. S. Area Station and Network Reports, as will advertising agencies, stations, networks, and station representatives. Copies may be bought by anyone.

The station or network which best serves the purpose of one advertiser may not be the best for another. BMB is not intended to give dogmatic and final answers. But it does provide a uniform yardstick, heretofore lacking, by which to measure an important dimension of a station or network.

Fundamental Measurement

If an advertiser controls a program and is considering where to place it, he wants to measure the network or station aside from the program itself. BMB measures the end result of facilities and programs, a station's or network's audience. A station's or network's BMB audience index is its fundamental measurement, just as ABC circulation is the fundamental measurement of space media.

The BMB audience index will permit an analysis of costs in relation to station audience, providing an evaluation factor comparable to milline rates in newspapers or cost per thousand circulation in magazines.

The BMB audience index should facilitate the planning of both network and spot radio campaigns to provide the greatest percentage of potential audience in the areas where the advertiser has the greatest amount of distribution—or in the areas in which he desires to achieve further distribution.

In short, the BMB Audience Reports will help in planning a radio advertising pattern to conform more closely with distribution, sales, and other factors involved with the profitable selling of products.

A network advertiser may well buttress his network campaign with spot advertising in special areas. The BMB Audience Index will help him determine what areas warrant such spot ad-

vertising and what stations to use in these areas.

BMB will help the advertiser use spot broadcasting to supplement newspaper, magazine, and outdoor campaigns. If he is using newspapers, with circulations primarily within their city zones, he might well consider one or more stations with large audiences outside their respective metropolitan areas.

If the advertiser is running in farm papers he might well use stations whose audiences are concentrated in urban centers.

Magazine campaigns will call for the selection of stations on two counts: broad geographical patterns in the case of periodicals with sectional circulations and by urban-rural breakdowns to supplement magazines whose appeal is to one rather than both of these groups.

Specific Market Data

BMB will also help determine whether to use radio or newspapers in specific markets. Of course radio stations and newspapers are not exactly comparable, but nevertheless, advertisers are continually being called upon to compare them. BMB will be of immeasurable help.

It is important to aim audience promotion efforts at the right places and, in so doing, to use the call letters of the stations to which most people would turn to get that network program.

For example, in promoting a network program in New Jersey it is important to know at what point to switch from using the call letters of the New York outlet to those of the Philadelphia outlet.

No one answer will do for all networks, because the New York station transmitters of two of the networks are located in New Jersey, with the result that their audiences may penetrate further south than in the case of the New York outlets of the other two networks.

The BMB U. S. Area Audience Report will show in what counties and cities a network's New York station



PARADE PUBLICATIONS, INC., names new public relations and promotion heads, Hy Gardner and Franklin P. Whitbeck.

SALES MANAGEMENT

STORAGE BATTERIES

Another first for CLEVELAND

The man who gave electric power and brilliant lighting to the world was also the inventor of our present day storage battery.

In 1880, Charles Brush disliked the months required to build up battery plates by electrolysis, so he devised a method of applying a paste of lead-oxide and sulphuric acid to a skeleton framework or "grid." Camille Faure made the same discovery at almost the same time, but the patent was awarded to Brush on the basis of priority.

The starter on your car, the storm-proof power that keeps telephones and beacons in steady operation during emergencies were made possible by this invention. Clevelanders are used to progress because progress begins here. This is a city of ideas. Even those that do not originate here are quickly accepted by an alert public.

Part of this alertness is due to wide-awake newspapers, which, in the case of The Press has inspired the word, "Presstige," meaning *Power to do good; Power to move goods.*



has the larger audience, in which ones its Philadelphia outlet has the greater.

BMB will also help make certain that audience promotion material is being sent to the entire audience area of the network or stations carrying the program, and avoid wasting promotion in areas where the stations are not listened to.

In short, BMB will enable an advertiser to focus well aimed audience promotion at the right places with the right intensity, resulting in the more efficient use of audience promotion appropriations.

BMB can help an advertiser convince his dealers that his national radio advertising reaches their individual markets. The BMB Audience Index will show a dealer or distributor just how many families and what percent of all radio families in his sales area listen to the station or network carrying the national campaign. This is important in getting dealer and distributor cooperation.

And BMB can help the dealer or distributor buy radio efficiently. A dealer may feel that his home-city high power station has too much waste audience outside his trading area, or that a low power station does not have a large enough audience in the city.

BMB will help answer these questions. It may show that the low power station does have a sizeable audience within the city or county and would be an excellent medium for a tie-in campaign. Or that by using the larger station, he can get customers from areas where his trade is slim but where, if more business were developed, it would pay him to extend his free delivery service or place a branch store.

These are some of the ways in which advertisers will be able to use BMB, the first uniform measurement of radio station and network audiences. BMB will permit advertisers to use radio more effectively, more efficiently, more economically. This should result in advantages to the advertiser, the medium and the public.

Newspapers

The Advertising Research Foundation, Inc., reports that, in its Continuing Study of Newspaper Reading, the surveyed issue of *The Columbus Ledger of Columbus, Ga.*, showed all but one of its advertising departments winning better-than-average attention. One local advertisement placed among the top 10 in its category for all studies to date, and a local news story tied the highest score ever recorded by the foundation.

The study is being conducted in cooperation with the Bureau of Adver-



BROADCAST MEASUREMENT BUREAU's new board members: Wilmot P. Rogers, California Packing Corp., Justin Miller, NAB president; C. Burt Oliver, Foote Cone & Belding.

tising of the American Newspaper Publishers Association. The foundation is sponsored jointly by the Association of National Advertisers and the American Association of Advertising Agencies.

* * *

Taking a cue from diversionary interests which attract the public successfully through the force of advertising, the churches of Chicago, reports *The Chicago Sun*, are advertising consistently, not only to keep their names before the public, but to promote religion as a whole. The newspaper is cooperating in this effort by aiming a steady stream of news on religious events to its readers, and it has issued a folder which reproduces its Easter church pages comprising the largest church section in Chicago and in the history of *The Chicago Sun*.

* * *

Western Associated Farm Papers is the new name of the 36-year old publisher-owned farm paper advertising representatives' organization, Associated Farm Papers, Inc. Member papers owning the selling organization are *The Arizona Farmer*, *California Cultivator*, *The Montana Farmer*, *The Pacific Northwest Farm Trio* (consisting of *The Washington Farmer*, *The Oregon Farmer*, and *The Idaho Farmer*) and *The Utah Farmer*. Also represented is the agricultural implement dealers' and distributors' trade paper, *Implement Record*, which serves the dealers of the states just named.

* * *

Robin Hood and his merrie men (from the "Dell" no doubt), anglers "compleat" with silver coachmen, wild west cowboys, treasure hunting bucaniers, and a human fish are part of the bizarre host to be arrayed against Army, Navy, and Marine units equipped with every gun, gear, and gadget of modern warfare in Philadelphia's Fairmount Park on the Glorious Fourth. In Philadelphia's 1946 Fourth of July Victory Celebra-

tion, which is being presented by *The Evening Bulletin*, these and many other shows, contests, and amusements will vie for the patronage of a crowd expected to exceed the half-million plus who attended last year's event.

A gigantic fire-spewing dragon will lash the waters of the Schuylkill River. Lifeguard boats, eight-oared shells, and miniature power craft will race. The Armed Forces will demonstrate amphibious operations and river bank "invasions." And a Miss America Float will float on the waters.

Antique autos will parade; blimps and balloons ascend; a helicopter air-sea river-rescue is promised. Fireworks from river and bridge will climax the water show.

A unique feature will be the participation of patriots from the Philippine Islands, now living in the Philadelphia area. They will observe the first Independence Day of their Islands and will perform their folk dances and songs. A plaque will be given them to commemorate the event.

Governor Edward Martin of Pennsylvania will be among the many official dignitaries at the celebration and will address the gathering. Veteran and civilian groups are to have a large share in the proceedings, but the Army, Navy, and Marine Corps will participate to a larger extent than last year. The theme, reports *The Evening Bulletin*, "is a sort of 'thank you' to the servicemen and women who made this Victory Celebration possible."

* * *

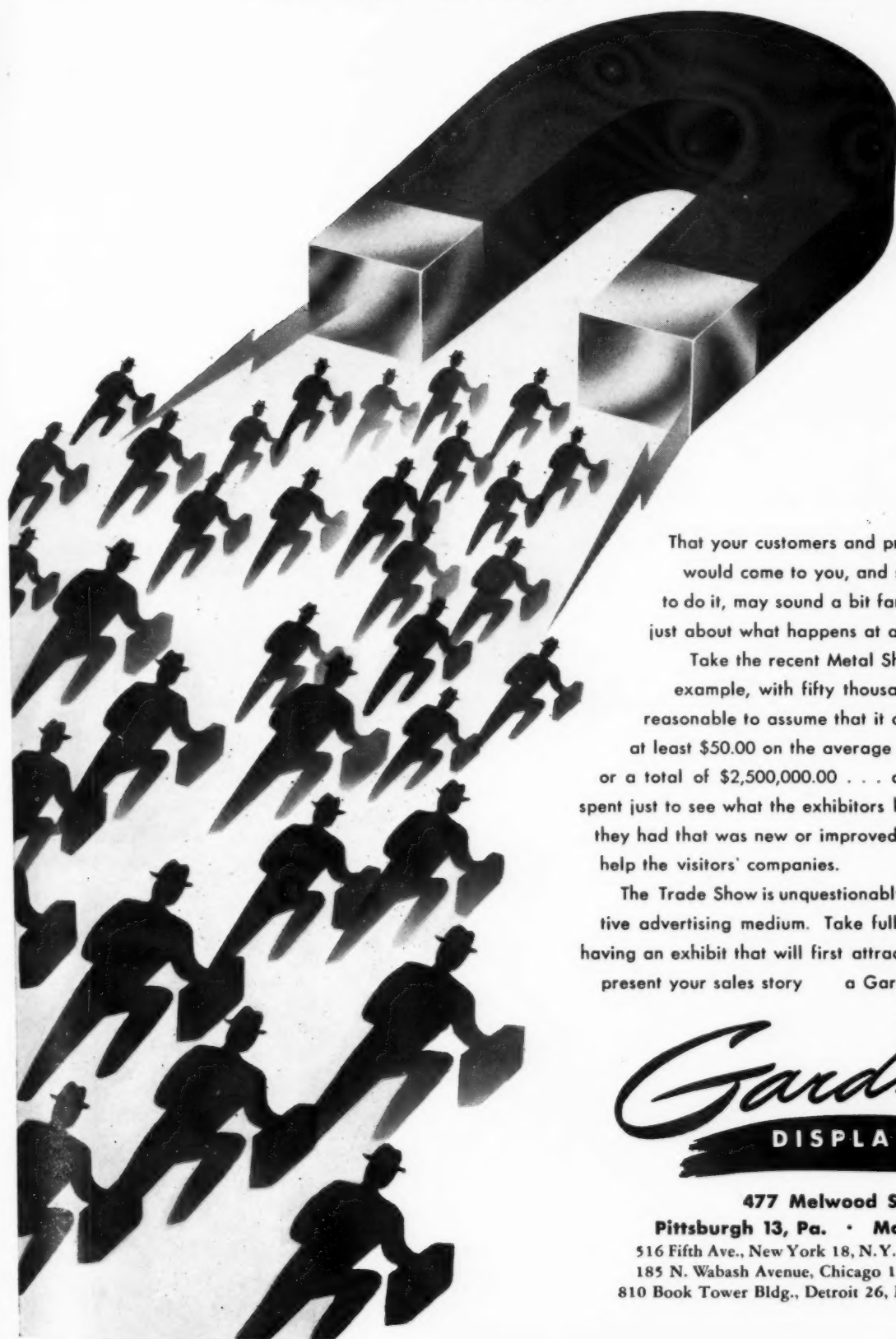
F. J. Byington, Jr., assistant business manager of *The Chicago Tribune*, is appointed chairman of the Traffic Committee of the American Newspaper Publishers Association.

Magazines

Former General "Jimmy" Doolittle, now president of the Air Force Association, has signed a contract appoint-

SALES MANAGEMENT

**Would you like customers
to come to you . . .
and spend \$2,500,000.00 to do it?**



That your customers and prospective customers would come to you, and spend \$2,500,000.00 to do it, may sound a bit fantastic . . . yet that's just about what happens at a Trade Show.

Take the recent Metal Show in Cleveland for example, with fifty thousand registrants. It is reasonable to assume that it cost these registrants at least \$50.00 on the average to attend that show, or a total of \$2,500,000.00 . . . and this money was spent just to see what the exhibitors had to offer . . . what they had that was new or improved . . . how they could help the visitors' companies.

The Trade Show is unquestionably an extremely effective advertising medium. Take full advantage of it by having an exhibit that will first attract; then dramatically present your sales story a Gardner exhibit.

Gardner
DISPLAYS

**477 Melwood Street
Pittsburgh 13, Pa. • Mayflower 9443**
516 Fifth Ave., New York 18, N.Y.—Vanderbilt 6-2622
185 N. Wabash Avenue, Chicago 1, Ill.—Andover 2776
810 Book Tower Bldg., Detroit 26, Mich.—Randolph 3557

KROYDON COVER

TOUGH
SOIL RESISTANT
WATER REPELLANT
EYE APPEALING

for CATALOGS
MANUALS
INSTRUCTION BOOKLETS
PORTFOLIOS
PROPOSAL COVERS

*Distributed by
leading Paper Merchants*

HOLYOKE CARD & PAPER COMPANY
Springfield 7, Massachusetts

ing the Phillip Andrews Publishing Co. editors and publishers of *Air Force* magazine, ex-official journal of the U. S. Air Forces, on a 100,000 rate basis. *Air Force* goes civilian with the July issue, it is announced by Willis S. Fitch, executive director of the A. F. A., new veterans' group, and, for the first time since it was started in 1942, will accept advertising. The publishers estimate the magazine's potential circulation at 3,000,000 because the association is drawing its membership from all personnel who have served with the Army Air Forces since its inception in 1907.

As the official voice of air-minded veterans, as well as men still in the Army Air Forces, the publication, will aim to give complete coverage on topics of general interest and all military and civilian aviation activities, reflecting to a large extent the views of the A. A. F.

The editorial advisory board consists of James H. Straubel, chairman, Arthur Gordon, editor of *Cosmopolitan*, Corey Ford, magazine writer. Included in the magazine's editorial staff are Phillip Andrews, editor; Eric Friedheim, acting managing editor; William Friedman, technical editor;

John Paul Andrews, associate editor.

* * *

Albert R. Perkins, for the past two-and-a-half years with *Look* magazine, is appointed managing editor of *Sport*, the new Macfadden publication being



ALBERT R. PERKINS
appointed managing
editor of *Sport*.

readied for late summer newsstand appearance. Also announced is the magazine's increased print order from 250,000 to 300,000.

Mechanix, Illustrated magazine will present the first National Crafts and Science Show in the Exposition Hall, Madison Square Garden, during November 17 through 24, 1946, according to announcement by W. H. Fawcett, Jr., president of Fawcett Publications, Inc. In inaugurating this exhibition the editors report that they hope to bring to the public the latest achievements in the sciences and crafts that affect the age we live in.

* * *

H. C. Sturm, formerly eastern district manager of *Business Week*, is named advertising manager of the publication, effective June 1. Mr. Sturm succeeds Nelson Bond, who is now director of advertising for the McGraw-Hill Publishing Co. . . . Harold L. Behlke is appointed western advertising sales manager of *The United States News*. . . . W. P. Hamann joins the advertising sales staff of *World Report* after six years as New England representative of *Fortune*.

* * *

A new 16-page monthly in tabloid form, titled *The World In Books*, is announced. Devoted to book reviews, literary articles, and book advertising, the magazine is intended for the general public and will be sold on newsstands beginning with the first issue this month. Plans to cover four times as many books as the largest existing reviewing medium are advertised by the publishers, United Publishers Association.

* * *

Business Magazines

The *American Exporter*, along with its special technical section *American Exporter—Industrial*, editions in Eng-

SALES MANAGEMENT

YOUR
A SHORT CUT
to
SALES SUCCESS



D. H. AHREND COMPANY

Creative Direct Advertising

75 to 133 EAST 44th STREET • NEW YORK 17 • MURRAY HILL 4-3411



LYNN BAKER, president, ARTHUR N. HOSKING, JR., vice president, of new advertising firm, Baker & Hosking, Inc.

lish and Spanish, reports its present volume as the largest in the history of the publication, with the exception only of years immediately following World War I. Its volume of advertising is almost double that of the first quarter of 1939. The publication reports nationwide interest of manufacturers today in exporting as shown by the record volume of export trade advertising which these manufacturers are now using. Figures of advertising volume compiled by the publication, *Industrial Marketing*, for the 13 leading trade and industrial publications in the export field show a 20% increase in number of pages of advertising for the year 1945 as compared with 1944. In the first quarter of 1946 these same publications as a group showed a further gain of 8%. In *American Exporter* alone almost 900 companies, a larger number than at any time during the past 25 years, are proving their export-mindedness by carrying current advertising.

* * *

With its recent "Marketing Appraisal of Light Metals," *Modern Metals* points out that while all other structural metals are advancing in price, aluminum and magnesium prices were reduced during the war. Result of the appraisal is broken down to show: 1. Fabrication and cast products percentages; 2. Light metals consuming industries; 3. Typical products within those industries; 4. Estimated tonnages and dollar values; 5. A marketing breakdown of industries, plants, and number of individuals currently interested in and purchasing light metals. The magazine estimates that though the magnesium industry may require more time than aluminum to increase its capacity, the latter, however, "is expanding very rapidly and will soon reach the point where further expansion will require additional facilities over and above the peak wartime capacity." As an indication of the trend, the editors note that 40 to 60 new firms are entering this field each month, to fabricate or otherwise work light metals.

* * *

After a year of preparation that be-

gan with V-E Day, *The Oil Weekly*, Houston, Tex., announces its "World Oil Atlas" which is appearing as a supplement of its May 20 issue, and will be an annual feature. The initial issue of 320 pages includes maps and statistical data on the oil-producing industry's world-wide operations. In gathering information, *The Oil Weekly* reports that Government and private sources were contacted and that many countries were visited by staff writers who flew over 54,000 foreign miles between August and December. The maps occupy 71 pages and indicate political subdivisions of areas where oil is being produced or actively sought, pipe lines, oil fields, refineries and how to reach them. The announcement includes the note of oil editors that a copy of the "World Oil Atlas" will be sent to them upon request to



IRWIN H. SUCH named editor of *Steel*, and is succeeded by D. B. WILKIN (right) as engineering editor of the magazine.

the editor, *The Oil Weekly*, P. O. Box 2608, Houston 1, Tex.

* * *

Vincent Edwards, Inc., announces the appointments of Joseph E. Hanson, Jr., publisher, and Howard Saronson and Paul Shapero, joint advertising managers, of the company's recently purchased *Fur Fashions* magazine. . . . Bruce Robinson is named western advertising manager of *Cosmetic And Drug Preview*. . . . Erwin H. Such is the newly named editor of *Steel*; his former position, engineering editor, to be filled by D. B. Wilkin.

* * *

Julien Elfenbein, editorial director of the Haire Publishing Co., is the new president of the New York professional chapter of Sigma Delta Chi, journalism honor society. Other officers are: 1st vice-president, Paul Friggens, Associated Press; 2nd vice-president, West Peterson, Dell Publishing Co.; corresponding secretary, Everett Swingle, Carl Byoir & Associates; secretary, John Crone, Young & Rubicam, Inc. . . . Rufus Choate, recently resigned vice-president of Donahue & Coe, Inc., becomes vice-president of the Scott-Choate Publishing Co., Inc., formerly known as Edwin A. Scott Publishing

Co. The new corporation is continuing publication of *Plumbing And Heating Journal* and *Plumbing And Heating Wholesaler*. Mr. Choate also becomes vice-president of the E. A. Scott Publishing Co., publishers of *Sheet Metal Worker*, and of the Sheet Metal Publication Co.

Radio

Justin Miller, president of the National Association of Broadcasters, C. Burt Oliver, general manager of the Hollywood office of Foote, Cone & Belding, Inc., and Wilmot P. Rogers, advertising and promotion director of the California Packing Corp., are named directors of the Broadcast Measurement Bureau, filling vacancies created by enlargement of the board from 18 to 21 members. Mr. Miller represents N. A. B., Mr. Oliver, the American Association of Advertising Agencies, and Mr. Rogers, the Association of National Advertisers.

* * *

Ralph Miller, who has been sales manager of WKY, Oklahoma City, for the past five-and-a-half years, is the newly appointed sales manager of KCRA, Sacramento, Calif. . . . David E. Partridge, of Cincinnati station WLW's merchandising department, is promoted to editor of *Buy Way*, the station's merchandising newspaper. . . . Clarence L. Doty is new sales manager at WJZ. . . . Julius Haber becomes advertising and sales promotion manager of the Tube Department, RCA Victor Division, Radio Corporation of America. . . . Carol Irwin heads the Program Sales Division of the Program Department, American Broadcasting Co., Inc.

* * *

WNCA, new radio station of Asheville, N. C., and full time affiliate of the American Broadcasting Co., Inc., announces the exclusive national representation of the William G. Rambeau Co., New York, Chicago, and Hollywood. . . . The 1,000 watt radio station KOLO, Reno, Nev., becomes the 156th CBS outlet when it joins that system as an optional station on July 21. . . . Station KFEQ, St. Joseph, Mo., becomes the 304th affiliate of the Mutual Broadcasting System.



MAL HANSEN, director of WOW's Farm Service Dept.

Sales Management High-Spot Cities

Retail Sales and Services Forecast for June, 1946

Despite the unsettled domestic situation brought about by labor difficulties the stores continue to make big gains—as compared either with last year or with our base, 1939. The index number for retail sales and services is now 190.5, or a 90.5% gain over June, 1939.

Except for two Kansas cities and Knoxville, the fifteen cities leading in "city-index" continue to be found in the Pacific and South East sections. They are: San Diego, Calif., 360.0; Wichita, Kan., 328.5; Honolulu, 323.5; Portsmouth, Va., 315.0; San Jose, Calif., 313.8; Knoxville, Tenn., 304.8; Miami, Fla., 304.5; Oakland, Calif., 301.2; Topeka, Kan., 293.4; Tucson, Ariz., 280.6; Pasadena, Calif., 268.4; Fresno, Calif., 262.3; Long Beach, Calif., 262.0; Tacoma, Wash., 258.4; Tampa, Fla., 255.4.



SALES MANAGEMENT's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and

hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may

have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or the total size of the market as compared with other cities.

In studying these tables three primary points should be kept in mind.

1. *How does the city stand in relation to its 1939 month?* If the "City Index" is above 100, it is doing more business than in 1939. This is true currently of all 200 cities.

2. *How does the city stand in relation to the Nation?* If the "City National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. *How big a market is it?* The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

Suggested Uses for This Index

- (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where post-war drives should be localized.

As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

RETAIL SALES AND SERVICES (SM Forecast for June, 1946)

	City Index	Nat'l Index	\$ Millions
UNITED STATES	190.5	100.0	8350.00
Alabama			
★ Mobile	223.2	117.2	10.00
★ Birmingham	205.1	107.7	26.50
Montgomery	178.5	93.7	6.45
Arizona			
★ Tucson	280.6	147.3	7.25
★ Phoenix	248.2	130.3	12.38

(Continued on page 156)

SALES MANAGEMENT

MARGINAL

or PLUS SALES?



No comparison between the two bridges—just as there can be no comparison between metropolitan newspapers and the *Nassau Daily Review-Star* when it comes to local news coverage.

News-gathering facilities of the former are not—cannot be—refined enough to capture Hempstead Town events, tempo, trends . . . cannot be pin-pointed, for example, to report regularly traffic conditions, regulations, construction, accidents involving this and other Hempstead Town bridges.

The *Nassau Daily Review-Star's* news coverage is keyed to such immediate—as opposed to marginal—Hempstead Town interests . . . operates at the level of Hempstead Towners' daily life . . . families, friends, schools, stores, government, churches, transportation, entertainment—the level where they plan the spending of \$223,000,000 locally for retail foods and services.

The *Nassau Daily Review-Star*, currently serving 150,000 people in more than 41,000 families, is the only newspaper that concentrates its circulation (90%) in Hempstead Town.

NOTE: Hempstead Towners will spend \$25,000,000 in June, to lead all N. Y. High Spot Cities . . . with 215 city index, and 112.9 city-national index.

Nassau Daily Review-Star

LONG ISLAND'S GREATEST NEWSPAPER

Published daily, except Sunday—4c a copy
HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Executive Offices: ROCKVILLE CENTRE, N. Y.

Nat'l. Reps.: LORENZEN & THOMPSON, Inc., New York, Chicago, St. Louis, San Francisco, Los Angeles, Detroit, Cincinnati, Kansas City, Atlanta

JUNE 1, 1946

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Sales Management High-Spot Cities

(Continued from page 154)

RETAIL SALES AND SERVICES (SM Forecast for June, 1946)

City	City	\$
Index	Index	Millions

Arkansas

★ Fort Smith	215.8	113.3	5.50
Little Rock	190.2	99.8	13.10

California

★ San Diego	360.0	189.0	27.95
★ San Jose	313.8	164.7	11.67
★ Oakland	301.2	158.1	47.70
★ Pasadena	268.4	140.9	11.50
★ Fresno	262.3	137.7	11.35
★ Long Beach	262.0	137.5	27.00
★ Los Angeles	246.1	129.2	164.50
★ Stockton	245.0	128.6	4.12
★ San Bernardino	243.3	127.7	6.14
★ Berkeley	231.0	121.3	8.00
★ San Francisco	197.2	103.5	64.50
★ Santa Barbara	194.1	101.9	7.82
★ Sacramento	175.0	91.9	11.50

Colorado

★ Denver	205.0	107.6	37.50
Colorado Springs	190.1	99.7	4.70
Pueblo	180.3	94.6	3.95

RETAIL SALES AND SERVICES (SM Forecast for June, 1946)

City	City	\$
Index	Index	Millions

Connecticut

Stamford	174.5	91.6	7.25
Hartford	170.0	89.2	24.00
New Haven	167.2	87.8	9.28
Bridgeport	165.6	86.9	18.15
Waterbury	152.7	80.2	18.10

Delaware

Wilmington	175.0	91.9	17.55
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District of Columbia

Washington	188.9	99.2	95.00
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Florida

★ Miami	304.5	159.8	34.50
★ Tampa	255.4	134.1	9.80
★ Jacksonville	213.2	111.9	12.45

Georgia

★ Macon	245.0	128.6	6.20
★ Columbus	241.4	126.7	5.23
★ Atlanta	231.5	121.5	43.25
★ Savannah	227.2	119.3	8.60
★ Albany	215.1	112.9	8.54
★ Augusta	185.3	97.3	5.82

Hawaii

★ Honolulu	323.5	169.8	44.00
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Idaho

★ Boise	229.6	120.5	5.85
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Illinois

★ Rockford	227.4	119.4	8.43
★ Peoria	197.3	103.6	13.13

RETAIL SALES AND SERVICES (SM Forecast for June, 1946)

City	City	\$
Index	Index	Millions

Illinois (Cont'd)

Chicago	188.1	98.7	226.10
East St. Louis	172.7	90.7	5.60
Springfield	165.2	86.7	6.50
Moline-Rock Island-E. Moline	160.0	84.0	7.42

Indiana

★ Evansville	223.0	117.1	10.75
★ Fort Wayne	213.3	112.0	11.44
★ South Bend	211.5	111.0	11.50
Indianapolis	187.0	98.2	37.50
Gary	185.5	97.4	9.65
Terre Haute	181.4	95.2	7.80

Iowa

★ Sioux City	227.1	119.3	8.00
★ Des Moines	194.8	102.3	17.30
Cedar Rapids	182.7	95.9	7.45
Davenport	177.0	92.9	6.75

Kansas

★ Wichita	328.5	172.4	16.55
★ Topeka	293.4	154.0	7.70
★ Kansas City	222.2	116.6	12.25

Kentucky

★ Louisville	212.5	111.5	33.85
Lexington	190.1	99.8	6.71

Louisiana

New Orleans	177.8	93.2	34.50
Shreveport	167.5	87.9	9.20

Maine

★ Bangor	197.2	103.5	4.40
Portland	167.5	87.9	9.15

Maryland

★ Baltimore	201.5	105.8	85.00
Cumberland	175.3	92.0	6.93

Massachusetts

★ Holyoke	230.8	121.2	4.80
★ New Bedford	193.1	101.4	8.50
Worcester	179.0	94.0	17.65
Springfield	171.2	89.9	17.50
Fall River	171.0	89.8	7.63
Lowell	162.5	85.3	7.30
Boston	155.6	81.7	80.60

Michigan

★ Lansing	226.0	118.6	12.00
★ Jackson	216.3	113.5	6.54
★ Battle Creek	214.5	112.6	6.30
★ Detroit	193.5	101.6	145.00
★ Kalamazoo	190.5	100.0	9.65
Flint	182.1	95.6	17.45
Grand Rapids	180.2	94.6	18.25
Saginaw	168.8	88.6	8.65
Bay City	165.0	86.6	5.94
Muskegon	147.6	77.5	5.58

Minnesota

Minneapolis	190.0	99.7	63.75
St. Paul	184.3	96.7	32.27
Duluth	167.2	87.8	9.00

Mississippi

★ Jackson	230.6	121.0	8.50
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Missouri

★ Springfield	236.9	124.4	5.10
★ Kansas City	195.5	102.6	45.50
St. Joseph	188.8	98.1	5.05
St. Louis	165.2	86.7	70.00

Montana

★ Billings	194.5	102.1	4.80
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Winston-Salem Is A-Buildin'

Despite critical shortages of material there were issued in Winston-Salem during the month of March Building permits to the tune of \$790,758.

Two thirds of this sizeable figure is represented by industrial construction . . . and that's just another sign that this ACTIVE market, long known for the steadiness of its growth is bursting at the seams . . . with more new projects being planned to give diversification and impetus to North Carolina's leading manufacturing metropolis . . . and one of the leading centers in the entire South.

JOURNAL and SENTINEL

Winston-Salem, North Carolina

National Representatives: KELLY-SMITH COMPANY

RETAIL SALES AND SERVICES
(SM Forecast for June, 1946)

	City Index	Nat'l Index	\$ Millions
Nebraska			
★ Omaha	216.0	113.4	21.00
Lincoln	170.1	89.3	7.10
Nevada			
★ Reno	222.0	116.5	5.65
New Hampshire			
Manchester	166.7	87.5	6.75
New Jersey			
★ Paterson	232.5	122.0	20.75
Passaic	186.4	97.8	8.50
Newark	178.0	93.4	56.00
Camden	167.2	87.8	11.20
Trenton	161.0	84.5	12.45
Jersey City- Hoboken	135.7	71.2	27.27
New Mexico			
★ Albuquerque ...	248.4	130.4	5.30
New York			
★ Hempstead Twsp.	215.0	112.9	25.00
★ Binghamton	196.5	103.1	9.70
★ Elmira	191.3	100.4	4.85
Niagara Falls ..	187.2	98.3	6.90
Rochester	184.0	96.6	30.50
Schenectady	182.7	95.9	8.85
New York	175.5	92.1	490.00
Jamestown	172.6	90.6	3.25
Troy	166.1	87.2	5.00
Syracuse	159.0	83.5	18.52
Albany	158.3	83.1	10.83
Buffalo	158.3	83.1	41.00
Utica	145.5	76.4	7.91
North Carolina			
★ Durham	250.0	131.2	7.05
★ Asheville	239.0	125.5	7.22
★ Charlotte	207.5	108.9	12.75
★ Greensboro	206.3	108.3	6.93
Winston-Salem ..	179.6	94.3	5.87
Raleigh	158.1	83.0	3.27
North Dakota			
★ Grand Forks ...	226.5	118.9	3.00
Fargo	177.2	93.0	4.75
Ohio			
★ Akron	246.2	129.2	26.00
★ Dayton	214.3	112.5	27.80
★ Warren	211.0	110.8	3.63
★ Cleveland	204.1	107.1	91.15
Columbus	185.4	97.3	34.10
Toledo	181.1	95.1	28.78
Canton	177.9	93.4	10.25
Cincinnati	177.0	92.9	53.20
Zanesville	175.3	92.0	4.77
Springfield	173.5	91.1	6.30
Youngstown	169.2	88.8	18.00
Steubenville	151.4	79.5	4.61
Oklahoma			
Muskogee	190.2	99.8	3.45
Tulsa	179.5	94.3	18.15
Oklahoma City ..	174.2	91.4	26.00
Oregon			
★ Salem	230.0	120.7	4.62
★ Portland	229.7	120.6	51.85
Pennsylvania			
★ Chester	229.0	120.2	6.00
★ York	218.4	114.6	7.80
★ Erie	201.2	105.6	9.70
Altoona	188.3	98.8	7.87
Wilkes-Barre ...	174.2	91.4	7.25
Allentown	174.0	91.3	9.65
Pittsburgh	171.5	90.0	63.50
Philadelphia ...	170.1	89.3	160.00

RETAIL SALES AND SERVICES
(SM Forecast for June, 1946)

	City Index	Nat'l Index	\$ Millions
Pennsylvania (Cont'd)			
Lancaster	168.0	88.2	7.22
Harrisburg	164.5	86.4	9.68
Johnstown	161.1	84.6	7.17
Williamsport ...	154.3	81.0	3.95
Scranton	145.6	76.4	9.50
Reading	140.4	73.7	9.61
Rhode Island			
Providence	179.5	94.2	34.50
Woonsocket ...	173.0	90.8	4.45
South Carolina			
★ Spartanburg	245.5	128.9	5.75
★ Greenville	215.1	112.9	6.90
★ Charleston	214.8	112.8	6.80
★ Columbia	192.1	100.8	6.90
South Dakota			
★ Sioux Falls	230.6	121.0	5.78
Tennessee			
★ Knoxville	304.8	160.0	13.25
★ Nashville	214.0	112.3	15.30
★ Memphis	198.0	103.9	31.33
Chattanooga ...	186.3	97.8	12.00
Texas			
★ Corpus Christi ..	235.7	123.7	9.00
★ Houston	229.5	120.5	48.00
★ Fort Worth	229.2	120.3	20.50
★ San Antonio	225.0	118.1	23.00
★ El Paso	222.1	116.6	7.23
★ Wichita Falls ..	218.5	114.7	4.40
★ Dallas	217.0	113.9	38.91
★ Beaumont	216.0	113.4	5.94
★ Waco	213.5	112.1	5.10
★ Amarillo	209.2	109.8	5.00
★ Austin	202.3	106.2	5.60
Galveston	167.5	87.9	7.65
Utah			
★ Ogden	254.0	133.3	7.50
Salt Lake City ..	174.1	91.4	21.18
Vermont			
Burlington	163.4	85.8	3.70
Virginia			
★ Portsmouth	315.0	165.4	4.25
★ Norfolk	224.1	117.6	16.00
★ Newport News ...	202.4	106.2	3.40
★ Richmond	194.1	101.9	26.15
Roanoke	172.7	90.7	7.63
Lynchburg	157.5	82.7	5.46
Washington			
★ Tacoma	258.4	135.6	15.00
★ Seattle	237.5	124.7	53.88
★ Spokane	192.2	100.9	16.50
West Virginia			
★ Huntington	205.0	107.6	8.15
Charleston	180.6	94.8	10.00
Wheeling	142.3	74.7	6.07
Wisconsin			
★ Milwaukee	227.1	119.2	56.00
★ Madison	225.0	118.1	8.90
★ Superior	207.6	109.0	4.33
★ Sheboygan	205.5	107.9	4.65
★ Green Bay	196.0	102.9	6.80
★ La Crosse	191.5	100.5	4.25
Manitowoc	180.7	94.9	2.60
Wyoming			
★ Cheyenne	212.4	111.5	2.35

ALL BUSINESS IS LOCAL

—Alfred Stanford

Sales by retailer to consumer in local markets add up to make "national" sales figures.

Advertising in newspapers makes it possible to exert promotion pressure market by market, for maximum efficiency.

The Woonsocket Call's concentrated circulation coverage in a responsive 101,066 market area means real results in that area to the efficient advertiser.

THE WOONSOCKET CALL

Representatives:

Gilman, Nicoll & Ruthman

CONSISTENTLY*



On
the
top!

Chester's in top position again and again. Consistently listed among the "High Spot Cities" in the country for above average buying power. The Chester Times, read by 135,000 home folks, is your contact with this high-income market.

*36 TIMES
RUNNING

**Chester
Times**
Chester, Pa.

ALFRED G. HILL, Publisher

C. L. EANES, General Manager

DON MCKAY, Local Advertising Manager

Nationally Represented by STORY, BROOKS & FINLEY

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Walter Lowen

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Resumes required before registration.
Moderate placement service fee some-
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LEX 2-8864

MANUFACTURER'S REPRESENTATIVE de-
sires new accounts in furniture, hardware,
farm equipment lines. Organization con-
tacting on regular schedule retailers in
Oklahoma, Texas, Arkansas. Office and dis-
play facilities. Twenty-five years on terri-
tory. Ideal for manufacturers looking for
new territory in Southwest. No conflicting
accounts handled. The Jolly Co., 301 East
1st Street, Tulsa 3, Oklahoma.

SELL BY MAIL

Let this successful direct mail advertising agency
show you how to get leads for salesmen, cata-
log inquiries, etc.

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MEdallion 3-0818

WBNS REACHES HOME

For Example
HOOPERATING
COLUMBUS, OHIO
Fall-Winter '45-'46
ELLERY QUEEN
20.5
ASK ANY
BLAIR MAN



MARKET RESEARCH MAN

Wanted by national food manufac-
turer in Southwest. Excellent oppor-
tunity for man with experience in
consumer preference studies and
survey techniques and well-grounded
in market analysis. Please give de-
tails of education and experience.
State salary expected. Box 2305.
Sales Management, 386 Fourth Ave.,
New York 16, N. Y.

There's No Reconversion Problem In **RUBBER**

The plants and equipment that made tires for jeeps and planes, bullet-proof gas tanks, treads for tanks, tarpaulins, raincoats and overshoes for the army and navy are now making similar products for civilians, and it will be some years before the war-time deficiency is overcome. The transfer from war to peace products has been almost instantaneous.

But—new buildings, new processing equipment, new compounding ingredients are—and will be—in great demand. It's a ready-made market for those in a position to serve it.

To cover this market completely use

INDIA

RUBBER WORLD

NATURAL & SYNTHETIC

which for over a half century has served the rubber trade. Largest volume of advertising in the field by a wide margin. Over 1044 pages of advertising in 1945, as compared to 527 in 1940—a 98.1 per cent gain. Largest circulation—increased 15% since paper rationing ended. Only paper edited by graduate chemists with long experience in rubber plants, which makes its editorial content authoritative. That accounts for its leadership.

A general field survey would be so broad that it would represent almost a printed volume, but we shall be glad to send you, promptly, an honest survey of the field in relation to such products as you or your clients are interested in promoting.



India RUBBER WORLD

386 Fourth Avenue

New York 16, N. Y.

Established 1889

BY RAY BILL

Special Assignment For Your Editor

AS the head of SALES MANAGEMENT magazine and in behalf of its readers, I have for several years been emphasizing post-war problems of the Nation as they relate to distribution and in turn to winning of the peace. Fortunately, there has been a steady growth in the number of men who likewise believe that the accent of national effort must be put increasingly on sales and distribution. The warnings of these men attract more and more attention. Their combined voices gain steadily in potency for vital facts and undeniable truths support their findings and the recommendations.

Hence, it is not surprising but indeed encouraging to find that Government has at long last (for the need is decades old) decided to do a first class job cooperating and working hand in hand with the distribution forces of America.

Along with other men chosen entirely from the ranks of private business, I have been requested to help in this significant undertaking—and with special reference to its earlier stages of organization and development. There could be only one answer to such a challenging invitation—namely, prompt acceptance.

As this issue goes to press, the news is not ready for release at the Government end. But if no hitch occurs, official announcement will be made before the next issue of SALES MANAGEMENT rolls off the press.

Meanwhile, suffice it to say that I will be fully engaged in the same old lifetime task of working in behalf of sales and distribution, even though the point from which such service is to be rendered for the next several months will constitute a wholly new *Special Assignment*.

It seems appropriate to add that my interest in the readers of SALES MANAGEMENT will be deeper than ever, as I trust will be amply manifest by the very nature of the new undertaking—this *Special Assignment*. For it is a reciprocal job in which there will be urgent need of your helping hands, heads and hearts—which I accordingly bespeak.

All this is done with confidence that each of you will also judge the new joint undertaking between business and Government to be both worthy and worthwhile—not only as it bears selfishly and directly on the sales profession—but even more importantly as it relates to constant progress in living standards for the American people.